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VOL. 2802.

THE BUSINESS OF TRAVEL BY W. FRASER RAE.

IN ONE VOLUME.

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By the same Author,

WESTWARD BY RAIL . . . . . 1 vol.

THE

BUSINESS OF TRAVEL

A FIFTY YEARS' RECORD OF PROGRESS

BY

W. FRASER RAE,

AUTHOR OF "WESTWARD BY RAIL," ETC.

New and revised Edition with an Introductory Chapter.

LEIPZIG

BERNHARD TAUCHNITZ

1892.

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"Travel, in the younger sort, is a part of education; in the elder, a part of experience."—*Bacon.*

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INTRODUCTORY CHAPTER.

In preparing a new edition of "The Business of Travel" for the Tauchnitz Series, I think it right to set forth the conditions under which the work originally appeared.

Messrs. Thomas Cook & Son, having been often asked to supply particulars of the rise of their world-wide business, considered that the Fiftieth anniversary of its foundation was a fitting occasion for doing so. They requested me to undertake the task and, after I had agreed, they supplied me with the necessary material. Full particulars are given in the succeeding chapters of the founder of the firm, of its present head, and other members of the Cook family. It may not be superfluous to explain that the family consists of Mr. Thomas Cook, of his only son, Mr. John Mason Cook, who is now the sole responsible partner in the firm, and of the three sons of the latter, each of whom fills an important office. Examples are supplied in the twenty-fourth chapter of prevailing misapprehensions, the erroneous notion being current that no one bearing the name of Cook is now personally connected with the firm.

Should this book serve no other purpose, it will at least have the effect of dissipating that delusion, while it will also render the work of those impostors more difficult who shall hereafter attempt to personate a member of the firm.

On the 22nd of July, 1891, a few days after the publication of "The Business of Travel," a banquet was held in the Whitehall Rooms of the Hotel Métropole, London, to commemorate the Jubilee of Messrs. Thomas Cook & Son. Mr. J. M. Cook presided, and the guests included the heads of the great railway and shipping firms of many countries, as well as the most notable persons in the United Kingdom. A special representative of the Khedive was the bearer of orders, as well as congratulations, to the Chairman and his sons. Some of the speeches which were made contain much information supplementing that given in the following chapters, and a summary of what was then said will form an appropriate introduction to them.

Major-General Sir Francis Grenfell, the English Commander of the Egyptian army, said: "I know few people who have assisted in producing prosperity in Egypt more than Mr. J. M. Cook. During the time I have been in Egypt I have had an opportunity of assisting, not only in the military government of the country, but in the civil government, and I have had the great honour of administering a Province between Assouan and Wady Halfa, and also at Suakim. I have always taken the greatest interest in the education of the natives, and the last time when I visited the school at Assouan I asked the pupils various questions. One of those questions was, 'Who was the greatest man in Egypt?' and they all

said 'The Khedive.' Then I asked, 'Who was the second greatest man in Egypt?' and unanimously the reply came, 'Mr. John Cook.' That, Gentlemen, I can assure you, is the belief of all the natives, at any rate of the riverain population, who use Mr. John Cook's boats in going backwards and forwards from Cairo to Assouan, and from Assouan to Wady Halfa."

Field Marshal, His Royal Highness the Duke of Cambridge, who, with Prince Henry of Battenberg and Prince Edward of Saxe-Weimar, represented the English Royal Family, said when responding for the military services of the Crown, "I desire, not alone on my own part, but on the part of the army which I have the honour to represent, to assure you that we feel quite as much as any of you in this room how much we are indebted to Mr. Cook and to his exertions for the assistance we have met with from him on recent occasions. . . . On every occasion on which it has been possible to assist the public service in the interest of the State, no one has done more efficient work than my friend Mr. Cook. Last year I should not have had the advantage which I now possess in alluding to this subject, for it so happens that last winter I found myself for the first time in Egypt, and, having spent several weeks there, I had an opportunity of observing and appreciating the great merits of the distinguished gentleman who has assembled around him so large a company this evening. I can only confirm what has already been said by my friend, Sir Francis Grenfell, that we are as much indebted to Mr. Cook for all that has been going on in Egypt as we are to any Englishman or foreigner in that country. I am also glad to take this opportunity of

assuring you, in the presence of his Representative on my right, that no man appreciates the merits of Mr. Cook more than the Khedive of Egypt. Having had constant communication with His Highness, I know that he is thoroughly imbued with a sense of the advantages which he has derived from the support he has obtained from this country. Gentlemen, I am representing the military body, and you may imagine that I am representing a very warlike spirit. I do nothing of the kind. I represent merely a warlike spirit in the sense of protecting that commercial interest which I see so largely represented on this occasion. I assure you, I should regret to see a shilling spent on our armaments unless I had the firmest conviction that but for them you could not conduct, with happiness, comfort and prosperity, your daily avocations in the civil interests in which you are engaged. I venture very strongly to impress upon your minds that there are no portions of Her Majesty's subjects who ought to endeavour in every respect to support the services, whether of the military, naval, or auxiliary forces in this country, more than those great commercial bodies, many of whom are so admirably represented around Mr. Cook's table."

When Sir John Gorst, then Under-Secretary of State for India, responded for the House of Commons, he stated that he was present "as the humble representative of the greatest dependency of the British Crown, the Empire of India. I ought to take an opportunity of bearing testimony, which my chief, Lord Cross, would have done had he been able to be present, to the great services which have been rendered to the Empire of India by the firm of Messrs. Thomas Cook & Son in

their management of the pilgrim traffic. It is not only the Mahommedans of India who are accustomed to go on pilgrimage to Mecca, it is also the independent Mahommedans, beyond the frontiers of India, who pass through India and embark at British Indian ports for Mecca. When these pilgrims arrive at the Indian frontier, the representative of the British Nation into whose hands they fall is Mr. Cook, who conducts them through British India, maintains them at Kurachee or Bombay, the port of embarcation, and conducts them by sea to Arabia, and if it is necessary that they should have any illustration of the advantage of his conduct, I believe that the extortions and sufferings which they endure on the land journey to Mecca and Medina give them a practical object-lesson in the excellence of Mr. Cook's management and in the justice of the British Nation. I do not think that the political effect of this just and fair treatment can be exaggerated. The great quality which constitutes the prestige of the British Nation in the East is its firm and unswerving justice, and these Mahommedan pilgrims, whether they are independent peoples, or whether they are our own Indian subjects, have the most admirable example of fair treatment and justice in the manner in which they are treated by Mr. Cook while they are in his hands on their pilgrimage. I do not know whether this fact has ever sufficiently been brought to the knowledge of the English people, and I do not think that the nation is fully aware of the debt of gratitude which it owes to Messrs. Thomas Cook & Son for this practical and useful strengthening of our power in the East."

Sir Edward Blount, the Chairman of the Western

Railway of France, and Vice-Chairman of the Paris, Lyons, and Mediterranean Railway, responded to the toast of the railways of Europe, while Sir Thomas Sutherland, the Chairman of the Peninsular and Oriental Steam Navigation Company, performed the same duty for the Shipping Interest of the United Kingdom. Sir James Allport proposed the toast of Messrs. Thomas Cook and Son, and before responding, Mr. J. M. Cook read three letters out of many which he had received from those who were unable to be present. The first was from the Duke of Rutland, in which he expressed regret at his absence through ill-health; the second was from General Viscount Wolseley, who wrote:—"I wish I could have accepted your kind invitation to celebrate the fiftieth anniversary of your first travelling arrangements. I should like to have had that public opportunity of bearing witness to the good work you did for us on the Nile, in 1884 and 1885. No one else could have helped us as you did, and believe me, we all fully appreciate, not only the efficient service you rendered to England upon that occasion, but the unvarying kindness we all met with from you and from your agents. I hope that you will live long to enjoy the fruits of your labours, and that your great firm may long continue to be in the future the comfort of all those who travel, no matter where, as it has been for the last half century. Pray accept my heartiest congratulations upon this auspicious event, and believe me to be, very gratefully yours, WOLSELEY."

The third letter was from Mr. Gladstone, and was written at Hawarden Castle, on the 9th of July, while mourning the sudden death of his son:—"Until the

heavy affliction befell me at the close of last week, although I have long been prohibited attending public dinners, I had a vain hope of being medically permitted to make yours an exception, and to avail myself of your very kind invitation. This has now gone by; but I cannot satisfy myself even at this moment with a merely formal negative. I desire simply to say that I do not regard your festival as a mere celebration of commercial success, and of the active qualities which produce it. I conceive that the idea which your house was, I believe, the first to conceive and patiently to work out, has distinctly placed you in the rank of public benefactors; and the competitors who have sprung or may yet spring up around you are so many additional witnesses to the real greatness of the service you have rendered. With warm, good wishes for the coming and for every occasion that concerns you, I remain your very faithful and obedient servant, W. E. GLADSTONE."

Mr. J. M. Cook said in the course of his speech that he would add a few statistics to those which are furnished in the following pages:—"In 1865, very nearly half the fifty years, the whole *personel* of the business consisted of Thomas Cook, myself, two assistants and one messenger, and the total receipts for the year were under £20,000, which both my father and myself considered a great success. In 1890 we had in operation 30,348 different series of tickets, giving travelling facilities over 1,823,959 miles of railway, oceans and rivers, with 350,000 miles of the railway and steamboat communications of the Globe. During the year 1890, we issued no less than 3,262,159 tickets, and I think I may be pardoned for referring to the fact that we refunded

to some of the purchasers of those tickets who could not use them from exceptional causes, such as death and sickness, no less than £44,644, the full value that the public had paid us, although our conditions enabled us, if we thought well, to deduct our commission from the amount. On the last day in December, 1890, we had in stock in our various offices, 4,830,365 tickets. Our accountant assures me that that business was controlled by 7,195 ledger accounts, and when I tell you that one month's statement to one Continental Railway Company had in it no less than 44,568 figures you will be able to form a slight idea of the work of our accountants Department. To regulate this business and enable us to conduct it in all parts of the Globe, we have 45 distinct banking accounts, and, either as our own property or under rental or lease, we have 84 offices worked by the salaried staff of the firm and, in addition, 85 agencies. As I have told you, in 1865 the staff consisted of my father, myself, two assistants and a messenger. In 1890 we had a staff of 1,714 permanent salaried members. In addition it required 978 persons, chiefly Arabs, to work our business in Egypt and Palestine, making a total of 2,692 *employés* of the firm. . . . As I said at the commencement, I cannot find words to express my gratitude. I can only hope that in a short time, when I let go the helm, my three sons, with the able staff of assistants, accountants and agents they have around them, may be able at the close of another fifty years to show as good an account as we have shown, and that they may prove they are more entitled than either their grandfather or their father before them to the thanks and good words of every class

of society. Sir Thomas Sutherland will pardon me if I close my speech with a quotation from one of his, delivered in this room some time back, when he said that, if Macaulay's New Zealander ever stood on London Bridge to survey the ruins of St. Paul's, he would be brought there by a P. and O. steamer, and with a round-the-world ticket issued by Messrs. Thomas Cook and Son."

The banquet commemorative of the Jubilee of Messrs. Thomas Cook & Son was an event of such importance that *The Times* gave it special mention in a leading article on the following day, and the words which were then used will best serve now to conclude this summary of the proceedings:—"Is it the eager desire which we are all feeling at this moment, to get away from London to the mountains or the sea, that has made everybody feel so kindly towards the Messrs. Cook and their Jubilee? They have succeeded in impressing their name and organisation so deeply upon the public mind that we cannot think of Zermatt or Oban, of the Orkneys or the Midnight Sun, without at the same time thinking of Messrs. Thomas Cook & Son and the little books of travelling coupons that we buy at Ludgate-circus. This success was shown in an outward, visible, and characteristically human form in the Jubilee banquet which was last night given by the head of the firm. Such a gathering has seldom assembled at the White-hall Rooms. There were Princes, Peers and Excellencies; there were soldiers and sailors, Members of Parliament, journalists, bohemians—everybody. The large room could not contain the crowd, and an 'overflow dinner' had to take place in a second room. Further,

there was a serious and enthusiastic letter from Mr. Gladstone, and another, full of gratitude for real services, from Lord Wolseley, giving it as his opinion that the good work done by the Messrs. Cook in the Nile campaign could have been done by no one else. Such is the result that may come from a talent for organization, joined to a keen intuitive perception of a great public need. Moreover, Mr. Thomas Cook, the founder of the tours, was happy in that he also founded a dynasty. His son and grandsons carry on, with equal skill, the business which has now grown to such vast proportions, and of which the future seems to be endless. May it continue to flourish, and may the tens of thousands who make use of it to help them on their travels come back from them a little better informed, a little wiser, than they started!"

CHAPTER L.

OLD AND NEW FASHIONED TRAVEL.

GEORGE STEPHENSON'S railways are the engineering glories of the nineteenth century, just as James Brindley's canals are of the eighteenth. Canals superseded roads as highways over which to convey goods, while the railway surpassed both the road and the canal as a medium for the comfortable and rapid conveyance of passengers. The Marquess of Salisbury recently pointed out to the citizens of Glasgow that if railways were made in the dark places of the earth, civilisation would begin there, that the slave caravan could not co-exist with the iron road and the steam engine, and that "the peculiarity of a railway which everyone may have had the opportunity of observing in this country is that where it is once laid it kills every other mode of locomotion that formerly held the same ground. After a railway has existed some time there cannot be, except as a matter of luxury or caprice, any other kind of locomotion to compete with it."

English children born after 1850 knew more about railway carriages than stage coaches, they travelled by

rail in infancy, and they learned about the coach from story-books. The steam engine not only revolutionised travel, but it led to an innovation in the dialect of the nursery. Children were soothed by their nurses with the prospect of a ride in the "puff-puff"; the fathers of these children were told that they would be drawn along by the "pretty gee-gees." No persons are so foolishly conservative as nurses; nowhere do mischievous traditions linger longer than in the nursery, and any change which is recognised there must be wonderful.

Those who were old when railways were new and who were unprejudiced against novelties, looked forward with great interest and satisfaction to the alterations which would follow. Sir Walter Scott, when advanced in life, wrote a long letter to his friend Miss Joanna Baillie, on the 11th of July, in 1823, in which the following passage occurs: "The increasing powers of steam, which, like you, I look on half-proud, half-sad, half-angry, and half-pleased, in doing so much for the commercial world, promise something also for the sociable; and, like Prince Houssein's tapestry, will, I think, waft friends in the course of a few hours, and for aught we may be able to tell, bring Hampstead and Abbotsford within the distance of— 'Will you dine with us quietly to-morrow?' I wish I could advance this happy abridgment of time and space so as to make it serve my present wishes."

It is both interesting to note what the greatest man of his age thought of railways, and to know that, when

lesser men were denouncing them and doing their best to hinder their construction, Sir Walter Scott took an active part in getting one constructed, and subscribed towards the capital required. He told Daniel Terry when writing to him in 1825 that he had invested £1,500 in a railway "which will bring coal and lime to Abbotsford at half price, and double the rent of the arable part of my property."

His testimony can be cited to prove that travel by road had become more expensive shortly before travel by rail was possible. In 1828 Sir Walter Scott and his daughter Anne journeyed from Edinburgh to London in a post-chaise at a cost of £50. Sir Walter noted in his *Journal* that he did not pay more than £30 in preceding years when making the like journey. If alive now, Sir Walter Scott could pass between breakfast and dinner between the capitals of England and Scotland for as many shillings as he had to pay pounds in 1828, while he would do so in a carriage which was far more comfortable than any post-chaise that he had ever seen.

Dr. Arnold had a deeper insight than many of his contemporaries into the character of the changes which railways would effect. After gazing upon a train rushing along the line of rail between London and Birmingham, he exclaimed: "I rejoice to see it, and think that feudality is gone for ever. It is so great a blessing to think that any one evil is really extinct."

Till communication by rail had been provided, the opportunities of passing from place to place could be

fully enjoyed by the great and the rich alone. The noble or the nabob could drive in his carriage whither he pleased and whenever he chose; men of lower degree or lesser wealth could journey on horseback or in the lumbering waggon; while the men and women who formed the majority of the population had either to walk or remain at home, contenting themselves, as best they could, with the thought that it was considered right for them to remain in the place and station wherein they were born.

In the pre-railway days, and when steamboats were as unknown as steam-coaches, it was not uncommon for the villager to live in his native place from birth till death. The citizen was not more venturesome, seldom stirring outside of the city in which he was born, where he was educated, had served his apprenticeship, had entered into business on his own account, had married and reared a family. It was possible for him to have been a husband and a father of a family for twenty years, as John Gilpin was, without taking a holiday, and it was probable that, if he went holiday-making, his outing did not cause him to go far afield, though it might easily have been more pleasurable than that of the bold linen-draper and captain of the London Train-bands.

In the days to which reference is now made travel was not only costly but trying, and it was associated with many serious risks. A journey of a hundred miles was then looked upon with greater apprehension than

a journey round the globe is at present. Those who made the venture were regarded by their friends as more foolhardy than any African explorer of the present day. They took solemn leave of their friends and relations; they made their wills, and requested the prayers of the congregation that they might reach their destination and return home in safety.

While the construction of railways has transformed the greater part of the globe and contributed to the advancement of civilisation, and while the marvellous result has been effected within the lifetime of men who are not yet very old, it is equally noteworthy that the development of travel by rail was not the main object for which the earliest railways were constructed.

The first railway, the Stockton and Darlington, was opened for traffic in 1825. Its projectors did not intend that the trains on it should be drawn by locomotives, neither did they base their calculations of profit upon the returns from passenger traffic. According to the original plan, these trains were to be hauled by means of fixed engines when horse power was unavailable or incapable of doing the work. George Stephenson, the engineer of the line, was firm in the belief that locomotives would serve the purpose of haulage far better than horses or fixed engines, but the directors of the company held the contrary opinion. Though not expecting that many persons would travel by rail, they both thought it possible that the line would supply "a cheap and expeditious means of conveyance for travellers."

At the opening of the Stockton and Darlington line many persons openly expressed a desire to travel by it, and a passenger coach, named *The Experiment,* was built to accommodate them. This coach was drawn by horses. Nobody then imagined that a locomotive engine was fitted for drawing coaches filled with passengers. Some time elapsed before the horses were discarded and the locomotive substituted for them.

Mr. Porter remarks in his *Progress of the Nation,* "that of all the railways constructed, or contemplated, up to the opening of the Liverpool and Manchester line, not one was undertaken with a view to the conveyance of passengers." The railway from Liverpool to Manchester was opened on the 15th of September, 1830, and while the rejoicing at the completion of the line was universal, the sorrow was as widely diffused on account of the death of Mr. Huskisson. He was run over and fatally injured at the time that the assembled multitude was cheering. The cheering was elicited by the manner in which the train moved along with the aid of steam. The accident was due to the impotence of the driver of the locomotive to arrest its progress by applying a break. A train then came to a standstill after the steam had been shut off and the impetus had ceased. The invention and adaptation of a break proved to be nearly as important as the application of steam to drive an engine. The break was the tamer of the steam giant.

Even before the locomotive had been improved and

rendered docile in the driver's hands, Stephenson was justified by its performance in speaking as he did when it was still misunderstood and unappreciated by the public. He then addressed his son Robert and John Dixon in these words, which were prophetical:—"Now, lads, I will tell you that I think you will live to see the day, though I may not live so long, when railways will come to supersede almost all other methods of conveyance in this country; when mail coaches will go by railway, and railroads will become the great highway for the King and all his subjects. The time is coming when it will be cheaper for a working man to travel upon a railway than to walk on foot. I know there are great and almost insurmountable difficulties that will have to be encountered, but what I have said will come to pass as sure as you live. I only wish I may live to see the day, though that I can scarcely hope for, as I know how slow all human progress is, and with what difficulty I have been able to get the locomotive adopted, notwithstanding my more than ten years' successful experiment at Killingworth."

When railways performed even more than was predicted the desire to travel by them was eagerly manifested, and the construction of them went on with great rapidity. Foreign countries copied the example which England had set, until lines of rail became as common as highways. In some countries, of which America is one, the railway has sometimes preceded the road. Yet the facility which a railway afforded for moving from

place to place did not immediately produce so great an extension of travel as might have been anticipated. It is true that a hundred persons could be carried by rail for every ten that a stage coach could accomodate. Indeed, if but a very small number of those who now go to any railway station in England had presented themselves at the booking office in the same town when stage coaches ran, the greater number would have been told there was no room for them. If it could be imagined that all the English railways were closed, and the stages and the mail coaches restored, business and social life would be paralysed for a time.

In the old coaching days there was no possibility of thousands of men and women, living inland, going to the seaside for a day and returning home in the evening. Now an excursion trip is regarded as a matter of course. After Lord Anson and Captain Cook had sailed round the world, they were treated as heroes of an adventure as daring and wonderful as any which can be found in the histories and poems of Greece and Rome. Now the tour of the globe is a matter of every-day occurrence. Steam on land and sea has brought the farthest parts of the earth into proximity. The complaint now is that too many persons think that the trips which they make under the auspices of Messrs. Thomas Cook and Son deserve commemoration in a volume. However, it is easier to publish a book than to render it popular, and the "globe-trotters" would be less ready to tell an old tale over again if they had no

hope of finding an audience. Yet the public at large owe a debt which cannot be repaid to him who has contributed to make their travel easier and less costly. The credit of having done so belongs to Mr. Thomas Cook. The firm which he founded has now existed for fifty years, and the stages through which it passed, till it has come to be generally recognised as the terrestrial Providence of the travelling public, will be recounted in the following chapters.

CHAPTER II.

THE FIRST EXCURSION BY RAIL.

So long as railways were still novelties in England, there was an apprehension on the part of many persons lest a journey over one of them might not prove a form of sudden death. Writers in the most powerful organs of public opinion appeared to consider the new mode of locomotion a device of Satan, and communicated their fears to their readers. When it was proposed to make a railway from London to Woolwich, and to carry passengers between the two places at the rate of eighteen miles an hour, a contributor to the *Quarterly Review,* who was aghast at the proposal, wrote that "We should as soon expect the people of Woolwich to be fired off upon one of Congreve's *ricochet* rockets, as trust themselves to the mercy of such a machine, going at such a rate." But it was not a particular railway so much as railways in general that excited the dread of those who had been accustomed to travel in post-chaises or stage coaches. A chaise or a coach might be overturned, and such an occurrence was regarded with equanimity, whereas it was supposed that no journey by rail could be undertaken without a serious loss of life.

The article in the *Quarterly,* from which the above

quotation has been made, set forth not only that railways were dangerous, but also that their construction on an extended scale was impracticable. The reviewer's words excite a smile now, and his article deserved a place in Mr. Caxton's *History of Human Error*. Two sentences will suffice to show the nature of his opinions and the futility of his forecast: "As for those persons who speculate on making railroads general throughout the kingdom, and superseding all the canals, all the waggons, mail and stage coaches, post-chaises, and, in short, every other mode of conveyance by land and by water, we deem them and their visionary schemes unworthy of notice." Having dismissed railways as visionary schemes in one sentence, this confident writer disposes of the locomotive in another. "The gross exaggerations of the powers of the locomotive steam engine, or, to speak in plain English, the steam carriage, may delude for a time, but must end in the mortification of all concerned."

Not only were some writers in the public press entirely blind to the advantages and the future of railway enterprise, but the Post Office authorities, as might have been expected, perhaps, took many years to make up their minds before employing railways for the conveyance of letters. Eight years after the opening of the Liverpool and Manchester line, an Act was passed authorising the transmission of the mails by rail. The Chancellor of the Exchequer was much more alert than the Postmaster-General in turning railways to profitable

account. As early as 1832 a tax was levied on railways, one of the earliest Acts in the reign of William the Fourth enacting that a halfpenny was to be paid into the Exchequer for every four persons carried over them. Not long after Queen Victoria ascended the throne a tax of five per cent. was levied on the gross receipts of railways, and thus the railways became contributors to the revenue, when eminent writers were still in doubt whether they were practicable or ought to be patronised.

Sixteen years after the Liverpool and Manchester line was opened for traffic, the public excitement in favour of railways rose to an extraordinary and, as the event showed, a disastrous height. The feeling in favour of constructing them wholesale was then widely entertained. Lines were planned by the hundred. Capital was raised by the million, and a railway mania raged during which as many as two hundred and seventy Acts were passed, authorising new lines of rail. Those who had been reluctant to travel by rail lest they should be blown up, were now eager to invest their savings in new railway projects which were bubbles that burst more quickly than the locomotives which were expected to blow up as a matter of course. Thousands were beggared owing to the ensuing monetary panic which was wrought, and legitimate railway enterprise was retarded. However, the mischief proved to be temporary and the construction of new lines of rail has continued in accordance with the requirements of the country.

Those who are in the habit of travelling by rail at the present day can have no notion of the difference which existed for many years after several railways had been constructed and patronised in this country. At the outset many persons were ready to travel by rail through curiosity, and others whose business obliged them to pass from one place to another readily availed themselves of the new steam coach. Yet the mass of the people did not benefit at first by the new means of locomotion. The fare was lower by rail than by road, and the time taken was infinitely less.

It was not till 1844 that Parliament obliged railway companies to run cheap trains every day, and a cheap train then meant one in which passengers were charged not more than a penny a mile. The companies were at liberty to charge as little as they pleased, but they naturally hesitated to lower the fares till they were convinced that they would profit by so doing. None of the managers of the railway companies appear to have had an inkling, in the early days of locomotion by rail, that the maxim, "Small profits and quick returns," which has been followed by those who have made great fortunes in business, would prove as applicable to the conveyance of passengers. It was not generally understood that the locomotive power, and the consequent cost required to transport a train containing a dozen passengers, would not be greater if a thousand were carried, while the dozen passengers could not be made to pay a sum adequate to meet all

the expenses. Moreover, the charge made for a first class passenger was limited to threepence a mile. If, then, twelve first class passengers paid five pounds for the trip from London to Edinburgh, it might happen that the train conveying them was run at a loss. On the other hand, if one thousand passengers were carried the same distance for five shillings each, the actual profit would be large, as the gross sum yielded in the former case would be sixty pounds only, and in the latter two hundred and fifty pounds. Besides, it might be easier to find one thousand persons prepared to pay five shillings, than to find a dozen ready to pay five pounds each. These considerations seem commonplace now, but they were both novel and startling when railway travel was in its infancy. The man who deserves the credit of having taken them into account and acted upon them is Mr. Thomas Cook, who was born in Melbourne, in Derbyshire, on the 22nd of November, 1808.

His lot was that of many men who have made their mark in the world's history, his parentage being humble, and his boyhood a struggle. His father died when he was four years old. He left school at ten, and began to work for his daily bread. His first employment was in the gardens of the Melbourne estate, where he was paid at the rate of a penny a day. He was an only child, and his mother, who kept a small shop for the sale of books and other things, was partly dependent on his earnings for her support. As he grew older his desire to get on in the world

was intensified, and he thought that, if he mastered the art of wood-turning, which was the occupation of his uncle, John Pegg, he might become independent sooner than if he remained working in a garden. Accordingly, he was apprenticed to his uncle and learnt his trade. Not liking a mechanical pursuit, he determined to engage in another which was more in accordance with the desire of his heart, a longing for self-improvement being keener than that for gain. Though not slothful in business, he had a taste for that gentle craft which Izaak Walton has immortalised. But he could not go fishing in the Trent when he pleased, and in order to do so he had to get through his task in the turner's shop, and he often rose at two or three in the summer months in order that he might be able to find time for his only relaxation.

Leaving Melbourne, he went to Loughborough in Leicestershire, where he was employed by Mr. Joseph Winks, a printer and publisher of books in connexion with the General Baptist Association. Mr. Thomas Cook's religious views led him to enter the field of missionary labour, and in 1828 he was appointed a Bible reader and village missionary for the county of Rutland. He was unwearied in following his vocation. He notes in a diary kept by him during 1829 that he traversed 2,692 miles in that year as a missionary, out of which he walked 2,106 miles.

In 1832 Mr. Thomas Cook married Miss Mason, the daughter of a Rutland farmer, and then he took

up his abode in Market Harborough, where he began business as a wood-turner. His purpose was to carry on this business and his missionary work concurrently, still retaining his position in the Baptist Association. A year after his marriage the temperance movement, which Father Mathew had begun in Ireland, extended to England, and Mr. Thomas Cook was eager to take part in the crusade against strong drink. He soon made himself a name as an active and emphatic opponent of intemperance, and he was appointed Secretary to the South Midland Temperance Association in Market Harborough. His zeal for the cause led him to print and publish, at his own risk, pamphlets relating to temperance, and he was the founder of the *Children's Temperance Magazine*, which was the first English one of the kind. The opening number appeared in 1840.

On the 9th of June, 1841, Mr. Thomas Cook walked from Market Harborough to Leicester, a distance of fifteen miles. His object was to be present at a large meeting of the friends of temperance, to be held in the Leicester Amphitheatre, over which Mr. Lawrence Haworth, member for Liverpool, was to preside, Mr. Haworth being an ardent temperance reformer, and becoming conspicuous afterwards as a railway director. During Mr. Cook's walk he read an account of the opening of an extension of the Midland Counties Railway, the section of it between Derby and Nottingham having been in operation since 1839. As

he read, it occurred to him that the new railway might be turned to useful account in furthering the temperance cause. He has recorded that he then knew but little of railways, having only travelled over the Leicester and Swannington line, from Leicester to Long Lane, a terminus near the Leicester Collieries. The reports in the papers of the opening of the recent completion of the Midland railway from Derby to Rugby by way of Leicester had created a sensation in Leicestershire at the time.

An arrangement had been made to hold a large public gathering at Loughborough, of the members of the Temperance Society and their friends. Mr. W. Paget had offered the use of his park for the purpose of the meeting. Suppose, then, thought Mr. Cook, that the railway company were to consent to run a special train from Leicester to Loughborough for the occasion, would not the success of the meeting be assured? In the speech which he made at Leicester in the evening, he gave expression to the thoughts which had passed through his mind during his walk, and he asked those present who approved of the suggestion to hold up their hands. The majority having responded to his request, the result was to confirm him in his wish to carry the plan into effect. He remained in Leicester with a view of making an arrangement with the railway company. He saw Mr. John Fox Bell, who was then its secretary, and laid the case before him. Mr. Bell's reply was: "I know

nothing of you or your society, but you shall have the train." Furthermore, he handed Mr. Cook a contribution towards the preliminary expenses.

Having been so successful in Leicester, Mr. Cook next proceeded to Loughborough to complete the arrangements there, the demonstrators having to be fed after being conveyed to the place of meeting. Everything was duly planned, and, on the 5th of July, 1841, the train for which Mr. Cook had bargained carried 570 passengers from Leicester to Loughborough and back at one shilling a head. This is believed to be the first *publicly advertised* excursion train which was run in England. It is worthy of note that the charge then made for the double trip is the same as the charge for one which is made now by an excursion train between the two places.

Whatever may be the opinions as to excursion trains, the facts just stated cannot be gainsaid. Nothing that has yet been proved deprives Mr. Thomas Cook of the merit and title of their pioneer. Others have followed him and have availed themselves of his ideas; but, though the imitator may prosper, he is an imitator after all. Mr. Thomas Cook was as original in his way as George Stephenson in his. "The whole thing," to use his own words, "came to me as by intuition, and my spirit recoiled at the idea of imitation." Before the excursion train proper, for which Mr. Cook made the arrangements, had gone to Loughborough from Leicester and returned, trains for the

members of Mechanics' Institutes ran between Birmingham and Cheltenham, Gloucester and Manchester and Liverpool. These trains, however, were exclusively reserved for members of the Institutes, while that which Mr. Cook started was really designed for and was actually open to the public at large. It was a special train, and an excursion train besides; the other trains were special trains only, such as any number of persons could have hired from any railway company. It may be admitted, however, that the running of excursion trains was but a question of time, even if more than one person had not contemplated the innovation. Should it turn out that Mr. Thomas Cook has been anticipated, he is none the less an originator, because he never heard of any predecessor and he simply gave effect to his own notions. Nothing more can be proved in opposition to his claim to be a pioneer in a new field than the probable fact of the idea which flashed upon him in his lonely walk, having passed through other minds either beforehand or contemporaneously. It is certain that a notice appeared in the *Birmingham Journal* for the 12th of June, 1841—three days after Mr. Thomas Cook made his suggestion to the inhabitants of Leicester—from the committee of the Mechanics' Institute in that town, intimating that an excursion for their members would take place by rail to Cheltenham and Gloucester on the 29th of that month. Thomas Cook did not see this notice at the time, nor did he learn that it had ap-

peared till many years after he was the recognised organiser of excursion trains. Hence his claim to independent action may be termed indisputable.

When the first excursion train carried its 570 passengers from Leicester to Loughborough, no doubt existed in the minds of the passengers or of the spectators that the event was exceptional and extraordinary. None of them had thought it possible to organise a trip on such a scale. The passengers were treated as conquering heroes. A band of music preceded them on their way to the railway station in Leicester. On reaching Loughborough they were made to feel their importance, as the inhabitants of the town congregated at the railway station to greet them. The return journey was not less memorable, and when the excursion train reached Leicester at 10.30 p.m., the passengers were welcomed home by a vast concourse of their fellows, and they were hailed as persons who had performed a notable feat. Yet the actual merit did not pertain to those who travelled by this train, but to him who had planned and put it in motion. The music of the band and the cheers of the people in Leicester and Loughborough contributed to reward Mr. Thomas Cook for having originated an idea of which the fruits have surpassed any expectation which he had formed in his most sanguine mood.

The success of this excursion train was an epoch in the life of Mr. Thomas Cook. His name was spread

abroad, and other soieties than that with which he was connected applied for his advice when they wished to arrange an excursion by rail. He gave them the benefit of his experience, and his advice grew more valuable as his experience increased. He had found a new and unexpected opening for his energies. The business of wood-turning could no longer receive a due share of his time and attention. He still continued to print and publish books, and he did so at Leicester, whither he removed from Market Harborough. At the close of 1841, Mr. Cook realised that his lot in life was to be different from what he had planned, and that owing to a circumstance which, though trifling at the moment, was fraught with great results as to the future. The notion of running an excursion train for the convenience of those who were desirous of making a demonstration in favour of temperance was the exciting cause of Mr. Cook making the simplification of travel a business for himself in order that it might become a pleasure and a boon to his fellow-men.

CHAPTER III.

ORGANISING PLEASURE TRIPS.

It has been stated that, in consequence of Mr. Thomas Cook having caused a special train to run from Leicester to Loughborough, in which upwards of five hundred and seventy passengers were conveyed to their destination for one shilling each, he was frequently applied to when others wished to arrange for an excursion train to be run on conditions resembling those of the first. His services were in greatest request during the summer months, and he was fully occupied in the summers of 1842, 1843, and 1844, in planning and conducting excursion parties consisting of members of temperance societies and children attending Sunday-schools. The trains which conveyed them ran between Rugby, Leicester, Derby, Nottingham, and Birmingham, while they also visited spots of rural interest, such as Matlock and Mount Sorrel. The payment per head was very small; the return fare between Rugby and Derby, a distance of 100 miles, was sixpence for children and one shilling for adults, the charge being the same for the still longer journey from Leicester to Birmingham and back by way of Derby.

In September, 1843, Mr. Cook resolved to afford

the Leicester school children a treat, and at the same time keep them out of mischief, by giving them a trip from Leicester to Derby and back at the time of the races. The children and teachers who went on this excursion numbered nearly 4,600, the children paying sixpence each, and the teachers or parents one shilling. In the following year he realised that conducting pleasure trips might form a business of its own, which might be conducted so as to benefit those who were passengers and remunerate those who acted as organisers. With that view he applied to the Directors of the Midland Railway to make arrangements for trains being placed at his disposal while he provided the passengers. Having arrived at an understanding with them, he advertised a pleasure trip from Leicester to Liverpool in 1845. On this occasion more was contemplated than a mere trip to Liverpool and back. Stoppages were to be made on the way, while arrangements were made for crossing to the Isle of Man or to Dublin, and the steamer *Eclipse* was chartered to convey excursionists to the Welsh Coast. Mr. Thomas Cook compiled, printed, and published a small guide, containing notices of the places of interest on the way and the sights which were to be visited. An inducement held out by him, which doubtless influenced many to apply for tickets, was that a pleasure trip of 500 miles would be made at the very small cost of fourteen shillings first, and ten shillings second class.

The *Handbook of the Trip to Liverpool,* now a

curiosity in the literature of travel, is noteworthy for the minuteness of the information which its compiler supplied; he set forth everything in a precise and clear manner, and the opening sentences afford examples of this: "The train will leave Leicester at Five o'clock in the morning of Monday, August the 4th, reaching Syston at Ten minutes past Five; Sileby, Twenty minutes past Five; Loughborough, Half-past Five; Kegworth, a Quarter before Six; arriving at Derby at Ten minutes past Six. A train will leave Nottingham at Half-past Five, uniting with the Leicester train at Derby. Parties will have to be 'wide-awake' at an early hour, or they will be disappointed. Promptitude on the part of the Railway Company calls for the same from passengers."

This train, which left Leicester at five o'clock in the morning of Monday, the 4th of August, 1845, was the forerunner of many which now start from railway stations in different parts of the world throughout the year, yet it was an entire novelty at the time—as great a novelty, indeed, as the first train which was drawn by Stephenson's locomotive "Rocket" over the first railway specially designed to transport passengers as well as goods. This tour, for which Mr. Thomas Cook supplied tickets and provided accommodation in a train, was not confined to one line of railway as other tours had been. The receipts from the sale of passenger tickets had to be apportioned, through the Railway Clearing House, among four companies: the Midland Counties, the North Midland, the Lancashire and York-

shire, and the Manchester and Liverpool. The public fully appreciated the advantages which Mr. Thomas Cook had provided for its benefit. All the tickets were sold a week before the day appointed for the pleasure trip, and so great was the desire to be one of the party that many persons bought tickets from the original holders, paying double price for them. In consequence of the demand, a second train which was run on the 20th of August, under the same conditions as the first, was equally crowded.

Mr. Thomas Cook did not content himself with providing tickets at low prices for pleasure-seekers, and making such arrangements as should ensure that they would be carried by rail or steamer to their destination in comfort and safety. Before any trip was advertised, he visited the towns at which stoppages were to be made, and personally ascertained whether there was anything worth seeing, and also what hotels accommodated travellers at moderate rates. In the coaching days passengers who desired to stop on the way could generally find room in the inn where the stage-coach halted. The number any coach could carry was seldom in excess of the accommodation provided for those requiring it at a stopping place. No coach nor any series of coaches then conveyed several hundred passengers on a particular day. However, when the pleasure trains brought many hundred passengers to a town at the same moment, the demand for accommodation might far exceed the supply. Moreover, those

who took a pleasure trip were persons to whom every shilling might be an object, their desire being to live cheaply at an inn as well as travel cheaply in a train.

As a result of Mr. Thomas Cook's experience in 1845 and subsequent years, he became more convinced than at the outset of the necessity for housing as well as conveying passengers, and this led him to devise the plan of hotel coupons, which is now familiar to thousands who travel with the tickets of his firm. A noteworthy circumstance in connexion with this trip is that, when 350 of the passengers who elected to visit Wales in the steamer *Eclipse* landed at Carnarvon, one man only among the natives could speak enough English to act as guide.

The trip from Leicester to Liverpool in 1845 was fertile in consequences of which its promoter had not dreamt when he planned it. He gained experience in what was then an original form of industry, and his ideas widened with his increased knowledge. If so much could be done in a comparatively narrow field, what might not be achieved when the field of operation was widely extended? When in North Wales he wrote in his diary: "From the heights of Snowdon my thoughts took flight to Ben Lomond, and I determined to try to get to Scotland."

In arranging a pleasure trip to Scotland, Mr. Thomas Cook was engaging in an undertaking which was startling in its novelty. If the firm which he founded should now announce a personally-conducted tour to the North

Pole the public would not be more surprised than was the case when he announced a cheap excursion to Scotland. North Britain was then an unknown region to the mass of the English people. It is true that the poems of Burns and the poems and novels of Sir Walter Scott had invested the northern part of the British Isles with a halo of romance, and many who could afford the expense had visited the Highlands. In 1810 *The Lady of the Lake* was published, and from that year the post-horse duty in Scotland yielded largely in excess of what it had done previously, owing to the numbers who journeyed to view the scenery of Loch Katrine. But the travellers who contributed to swell that tax had ample means wherewith to gratify their tastes. The majority could not expend so much money and it was for the majority of his countrymen that Mr. Thomas Cook catered.

He found his path beset with obstacles. The railway station nearest to Scotland at that time was in Newcastle-on-Tyne. It was easy to get from Leicester to Newcastle by rail, but from that town northwards to the capital of Scotland the journey had to be continued by road or by sea. As the result of two visits to Scotland to effect the preliminary arrangements, Mr. Thomas Cook had to abandon his design of carrying the excursionists from Newcastle to Leith or Granton in a steamer, and he had to arrange for taking them to Fleetwood by rail, thence to Ardrossan by steamer, and from Ardrossan by rail to Glasgow and Edinburgh.

While Mr. Thomas Cook was on this tour of inquiry he was accompanied by his only son John Mason, who was then a boy of twelve. Though young, the lad was an old traveller, having been his father's companion in nearly all the pleasure trips which he had planned. On this occasion the father and son spent the first night at Chesterfield, the second at York, the third night and the fourth at Newcastle. During their stay at the last town they were taken by Mr. (now Sir) James Allport to the top of a slag-heap and shown the spot upon which the foundation stone of the high-level bridge across the Tyne was to be laid.

A handbook was prepared for the trip, and as the title-page shows how comprehensive the little work was, it may be copied in full: "*Handbook of a Trip to Scotland:* including Railway Glances from Leicester, *viâ* Manchester, to Fleetwood; Views on the Lancashire Coast and the Lakes of Cumberland; Voyage from Fleetwood to Ardrossan; Trip on the Ayrshire, and Edinburgh and Glasgow Railways; Scottish Scenery, and Descriptions of Edinburgh, Glasgow, &c., &c." The compiler wrote towards the end of the preface that:—"Having undertaken the arrangements of an excursion to Scotland, he cheerfully steps forward to communicate such information as he conceives will be found most useful for those who avail themselves of a privilege which no previous generation ever had offered to them —an opportunity of riding from Leicester to Glasgow and back, a distance of about 800 miles, for a guinea!"

The inducements held out by Mr. Thomas Cook were sufficient to cause 350 persons to make the trip, which was unmarred by any drawback save the inadequacy of the steamboat accommodation between Fleetwood and Ardrossan. Any discomfort which had then to be borne was compensated for when the party reached Glasgow. There its members were treated as persons of note. Guns were fired in their honour when they entered the railway station; a band of music was in readiness to escort them to the Town Hall, where they were welcomed in enthusiastic speeches. When they reached Edinburgh by special train from Glasgow the citizens of the Scottish capital greeted the English excursionists with extreme cordiality. An entertainment was given to them, over which Mr. William Chambers, the eminent publisher, presided. They were addressed in words of warm eulogy, and the chairman's speech, in response to a suggestion of Mr. Thomas Cook, was published soon afterwards with the title, *The Strangers' Visit to Edinburgh.* Visits were paid to Stirling and the parts of Ayrshire specially associated with Burns, and the party was afforded ample opportunities for seeing the land which was a strange one to its members, while the presence of the English visitors was hailed as a happy augury of closer intimacy between the inhabitants of the northern and southern parts of Great Britain. The occasion was memorable in every respect. It was the first excursion of the kind ever made, and it was the beginning of a

series which was conducted under the auspices and with the tickets of its originator, without intermission, until the year 1863.

In 1847 two excursions of a like kind were planned and carried out, and, besides those to Scotland, others were made to the English lakes and the Isle of Man. One of the Scotch excursions in that year was from Manchester, Newcastle, and Berwick to Edinburgh, over the railway which then ran between these places; while subsidiary trips were arranged as far as Glencoe in the Highlands and to the Western Islands, the places visited including Oban, Iona, and Staffa.

The business which Mr. Thomas Cook had now established led to increasing and incessant demands upon him. Those who wished to travel about at a low cost and with great comfort were as anxious that he should give them the opportunity as he was to accede to their requests. Many places of interest were inaccessible by train or steamer, and Mr. Thomas Cook had resort to coaches to carry those who desired to be conveyed to them under his care. One of the most successful of these excursions was one by coach from Leicester to Belvoir Castle. The late Duke of Rutland wrote the following letter with reference to it:—

"Longshaw Lodge,
"September 4th, 1848.

"SIR,—I delayed to acknowledge your letter of the 17th August until I had heard of 'the trip to Belvoir'

by some of the inhabitants of Leicester, to which it related, having been successfully and satisfactorily accomplished. I rejoice to hear that such has been the case, and I hope that proper attention was paid to the party by those who have charge of the castle and grounds during my absence.

"I fully concur with you in the desire which you express to see the different classes of our great community bound together by ties of increasing strength. For many years it has been a source of great happiness to me to mingle with the various classes of society, to study their various conditions, and to endeavour to be of assistance when assistance was likely to be useful, and the knowledge both of the character and of the disposition of those with whom I have thus mingled which I have gained in my intercourse with them has increased my desire to mark, whenever an opportunity may offer itself, my regard towards them. But it would indeed be extraordinary if I did not desire that the inhabitants of Leicester should receive courteous attention on such an occasion as that which occasioned you to write to me, for I have invariably received from them a kind and friendly welcome whenever I have been called by duty or pleasure to their town.

"I remain, Sir,

"Your very obedient servant,

(Signed) "RUTLAND."

A noble Marquess who possessed an interesting mansion in the same district was less disposed, at first, to act with the liberality of the Duke; a letter from him to Mr. Cook, dated August the 8th, 1850, contained the following passage:—"I beg to state that I object entirely to any excursion train being formed with a view of visiting this place, and I cannot give permission for my park being used for the purpose proposed in your letter." The writer of this letter afterwards changed his views, and he deserves credit for eventually throwing open, not his grounds only, but also his mansion containing many works of art, to the excursionists who desired to see them.

About this time the Duke of Devonshire gave Mr. Cook permission to arrange for pleasure parties visiting Chatsworth. Many excursion trains were run for the purpose of inspecting this historic mansion, and the Duke was always ready to help in making the excursionists enjoy their visit.

The success of the earliest excursions to Scotland led to their repetition. But there was no continuance of the enthusiasm which the first party of pleasure-seekers from England excited when its members reached Glasgow and Edinburgh. Bands did not play on the arrival of each party, neither were public meetings held and speeches made in honour of the excursionists. When Columbus and his companions first set foot on the island which he named San Salvador, they were treated as gods. Not many years elapsed before other

visitors to this island, and others of the Bahamas, were treated by the natives as mortals who were no better than themselves. Yet, while the tourists to Scotland in the years subsequent to 1846 were received with less enthusiam, they were made quite as comfortable as the members of the first party, the arrangements for entertaining them having been perfected owing to the experience gained of what was required. This form of passenger traffic waxed larger year after year, as many as 5,000 excursionists visiting Scotland under Mr. Thomas Cook's wing during a single holiday season. In the year 1861 the whole system of tourist tickets throughout Scotland was in his hands, and the railway, steamboat, and coaching companies then gave him special facilities for making arrangements. His work in this quarter received a check in 1863, when the railway managers decided by a small majority not to recognise his excursion tickets. For a time, then, he left Scotland for other places; but he afterwards resumed his excursions there, not as formerly, on an exclusive basis, but in competition with others—a kind of enterprise in which he showed himself fully capable of holding his own.

At the close of the season of 1850 Mr. Thomas Cook was able to meditate with satisfaction upon his labours since the year 1841. Within the period of nine years he had established a new industry. He may be credited with having completely altered the current ideas about travelling. A long journey by rail

had ceased to be a subject of apprehension, and it was even spoken of as a pleasure trip. What the originator of the pleasure trip thought of his position may be most appropriately expressed in his own words: "By the end of the season of 1850 I had effected arrangements with almost all the railway companies of the Midlands, the North of England, the North Western, the Eastern Counties, and some of the Southern lines. Interchanges of traffic had been made with numerous companies, and, in addition to the established system for Scotland, I was extensively engaged in conducting local trains and opening out more comprehensive plans for visiting watering-places and tourist districts, including Ireland, the Isle of Man, &c. These openings and facilities had familiarised the people of the Midland Counties with the most celebrated places in the district, and the various railway companies had begun to make excursion traffic a great feature in their regular travelling arrangements, and the necessity for local agency was greatly diminished. But though circumscribed in plans of local operation, I had become so thoroughly imbued with the tourist spirit that I began to contemplate foreign trips, including the Continent of Europe, the United States, and the Eastern Lands of the Bible."

CHAPTER IV.

THE FIRST GREAT EXHIBITION.

THE year 1851 was one of great expectations; in the opinion of not a few it was the beginning of the Millennium. It was, indeed, a memorable year, yet it did not usher in an era of international goodwill and perpetual peace. The Great Exhibition then opened in Hyde Park was regarded as the symbol of the fraternity of nations. Though less noteworthy than some supposed, it yet constituted an attraction for all who desired to witness a grand spectacle.

Mr. Thomas Cook had planned a trip to America in the winter of 1850. He desired to see the New World; moreover, he was anxious to learn from inquiry on the spot whether he could not arrange for conducting excursion parties to America from England, and from America to Europe. He started for Liverpool with a view of gaining information from the managers of the Great Atlantic Liners, and of entering, if possible, into arrangements with them for their joint advantage. Stopping at Derby on the way, he met Mr. John Ellis, then Chairman of the Midland Railway, who told him that he must not go to America, as his

services were required to organise and advertise cheap excursions from all parts of the Midland Railway system to London for the Great Exhibition of 1851. Mr. Paxton (afterwards Sir Joseph) was also present, and urged the point; Mr. Thomas Cook at once decided to give up America for the time, and before leaving Derby the Board of Directors entered into an agreement with him for advertising and conducting special excursion trains during the time that the Great Exhibition was open. In the months preceding its completion, the conditions upon which Mr. Thomas Cook undertook to carry passengers to London from the Midland and Northern Counties were widely advertised.

Mr. Cook took more than a professional interest in the work, believing as he did, in common with many others, that the World's Fair was to be a memorable gathering of the representatives of all nations, at which they were to tacitly admit that the era of war was over, and that henceforth the rivalry between them was not to have the battle-field for a theatre, but was to be conducted in the workshop, in the art gallery, in the mart of commerce, and in every enterprise which adorned and dignified humanity. If a second Dr. Johnson were to pen another poem on *The Vanity of Human Wishes,* he would find in the hopes entertained concerning the Great Exhibition of 1851, and the results which actually followed it, ample material for his purpose.

It is fortunate that the prophets of evil, who were

not silent before the Exhibition was opened, received less attention from the public than those who predicted the glories which they supposed would irradiate the immediate future. A desire was diffused thoughout all classes in the land to visit the wonderful Crystal Palace in Hyde Park, which was regarded as rivalling that which Aladdin had caused to be reared by magic. Two railway companies, the Midland and the Great Northern, eagerly competed to carry passengers to London, and Mr. Thomas Cook availed himself of the Midland for the accommodation of the thousands who were eager to make the journey under his auspices.

On a Monday morning in May, after the Exhibition was open, the superintendent of the passenger traffic for the Midland and Mr. Thomas Cook were up at five o'clock to see the first train start which carried excursionists from Leicester to London and back for fifteen shillings. The Great Northern was also a competitor for the traffic, the result being that by nine o'clock on that Monday morning the fare from Bradford, Leeds, Sheffield, and other competing points to London and back fell to five shillings, at which price it remained till the close of the Exhibition. As Mr. J. M. Cook has written, when reviewing what his father and himself then did and went through:—"It was a time of intense excitement, and all the trains on the line except the day express were made available for excursion tickets. Frequently the night mail would be run in from two to six divisions. At the call of a band of

music I saw workpeople come out of factories in Bradford, pay five shillings for a ticket, and with a very few shillings in their pockets start off on Saturday night to spend Sunday and Monday in London, returning to work on Tuesday morning. The people of Yorkshire were thus educated to travel, and my returns at the end of the season showed 165,000 who had taken the excursion tickets. It was a lively time from May to November, and I closed my season engagement by taking from Derby, Nottingham, and Leicester 3,000 Sunday-school children to see the Exhibition."

It was characteristic of Mr. Thomas Cook's foresight that he had formed clubs of working men some months beforehand, who, by making small weekly payments, were qualified for being taken to London and boarded while staying there. This arrangement proved to be exceedingly popular.

The success achieved by Mr. Thomas Cook was won at the cost of exhausting labour to him and his son. Their greatest triumph was the fact that, out of the enormous number of excursionists who travelled with their tickets, not one suffered any mishap. This was partly due to the constant supervision exercised by Mr. Thomas Cook and his son, and partly to extreme attention to detail on the part of both. In the case of the 3,000 school children, for instance, unremitting attention was paid to them from the time of their leaving home till that of their return. Omnibuses, vans, and cabs were provided for conveying the chil-

dren from the railway station in London to the Exhibition, and back again in the evening; in short, there was no lack of an attention which might be termed parental. Nor were the adults neglected. Either Mr. Thomas Cook or his son accompanied each party, and during the busiest part of the season both father and son were travelling day and night on five days out of the seven. The essence of Mr. Cook's system consisted in personal supervision. He did not rely either upon information obtained or work done at second-hand.

The Great Exhibition of 1851 was the first of a series, the following one being held at Dublin in 1853. Mr. Thomas Cook made the arrangements necessary for carrying excursionists to Ireland, the numbers in Great Britain who availed themselves of the opportunities which he supplied being very large. He entered into contracts with the Irish railways and coach proprietors to issue tickets for circular tours in Ireland, in connexion with the Great Southern and Western, Midland, and Great Western Railways of Ireland. From that date a trip could be made through Ireland, by those possessing Cook's tickets, as easily and economically as through England and Scotland by their holders.

In 1854 the Emperor Napoleon decided upon an industrial exhibition being held in Paris the following year. A stone building was erected for the purpose in the Champs Elysées; there it still remains, and is

called the Palace of Industry. Mr. Thomas Cook determined to arrange for those who wished to visit it to do so under his guidance, and also to enjoy a trip through a part of the Continent. He was able to announce a "trip to France," from Leicester to Calais and back, for thirty-one shillings.

Having gone over the ground and laid his plans, he advertised in 1856 "a grand circular tour on the Continent." He conducted a party which started from Harwich to Antwerp on the 4th of July, 1856, the party visiting in succession Brussels, the Field of Waterloo, Cologne, the Rhine, Mayence, Frankfort, Heidelberg, Baden-Baden, Strassburg, and Paris. The return journey to London was made by way of Havre and Southampton.

The applications from others desirous of visiting the Continent in the same way were so many that a second party, numbering fifty, left Harwich under Mr. Thomas Cook's guidance on the 16th of August in the same year. Heidelberg was reached three days afterwards, and the members of the party, who were accommodated at Schrieder's Hotel there, met together and passed a vote of thanks to their conductor, in which they stated their entire satisfaction with the result of his efforts to render them comfortable. The whole proceedings were reduced to writing, the document containing them being signed by each member of the party, and presented to Mr. Thomas Cook. Some of those who signed it are still alive, and they always

use the tickets issued by Messrs. Thomas Cook and Son when travelling abroad. These trips made in 1856 were the beginning of the vast scheme of Continental travel which can now be enjoyed through the medium of Cook's tickets. There is not a line of foreign railway in Europe over which they are unavailable.

Confining this narrative for the present to the work undertaken and accomplished by Mr. Thomas Cook in connexion with the Exhibitions which succeeded that of 1851, 1853, and 1855, it may be stated that, when a Fine Art Exhibition was held in Manchester in 1857, Mr. Thomas Cook's services were invoked, and he saved the Exhibition from proving an utter failure. The attendance during the first month was very small, the visitors coming chiefly from the town and its neighbourhood. In August the manager was sent by the commission to try and come to terms with Mr. Thomas Cook at Leicester, and arrange for a series of excursions. Both he and his son were then in the Western Islands of Scotland. The manager followed them thither, and had an interview with them at Oban. Mr. Thomas Cook agreed to run excursion trains to Manchester from different parts of England and Scotland. The directors of the Scottish lines were very exacting, and insisted upon large guarantees before they would undertake to run trains. However, the trains were so crowded with passengers that the receipts exceeded the sum deposited by way of guarantee.

Owing to Mr. Thomas Cook's exertions the Exhibition was visited by 50,000 persons, and this saved it from financial loss. The commission presented Mr. Thomas Cook with an address of thanks and a testimonial for the valuable aid which he had rendered.

A second Great Exhibition was opened in London at South Kensington in 1862, and though this had neither the novelty nor the other attractions which rendered that in Hyde Park eleven years previously one of the world's wonders, still the visitors to it were many, and no less than 20,000 of them were housed during their stay in London by Mr. Thomas Cook.

An Exhibition was held at Paris in 1867, where the crowned heads of Europe accepted invitations to be present as guests of Napoleon III. Where crowned heads congregate other persons gather together, and the number of visitors to Paris in that year was very large. In order that the tourists who availed themselves of Cook's tickets should be made to feel at home in Paris, a house was taken for their accommodation, to which the name of "Cook's Anglo-American Exhibition Hotel" was given. This hotel was at 15, Rue de la Faisanderie, in Passy, and the building was supposed to have been occupied by Benjamin Franklin when he was agent for Congress during the War of Independence.

The work of Mr. Thomas Cook was so useful and well-executed on this occasion that, when the next Exhibition was held in Paris, that is in 1878, the firm

of which he was the head was appointed General Passenger Agents to the British Section, and this was done at the request of the Prince of Wales, who was its president. This firm had already acted in a like capacity at the Exhibition held at Vienna in 1873, and at Philadelphia in 1876. In 1878 the number of passengers carried under Messrs. Cook and Son's auspices was 70,000. At the close of that Exhibition they were able to boast of having paid to the French Minister of Finance an amount equal to one-thirtieth of the total receipts for admission to the Exhibition.

CHAPTER V.

PROGRESS AND IMPROVEMENTS.

From the 5th of July, 1841, when a special excursion was run between Leicester and Loughborough, at the instance of Mr. Thomas Cook, there was an increasing determination on his part to extend and improve the system of travel of which he was the originator. His wish was that those who travelled with his tickets should profit by doing so, and he regarded his excursions and tours as a species of liberal education. Information concerning the places at which the excursion parties halted and the scenery through which they passed was supplied by him in print as well as orally. It occurred to him that children would benefit quite as much as their parents by being taken to strange spots, and that travel would prove to them a useful and easily-acquired lesson in geography.

In 1856 the first juvenile excursion train started from Newcastle for Edinburgh, and 2,000 children were carried by it. On reaching their destination the children were taken to the historic places of interest in the capital of Scotland, and they were brought back to Newcastle filled with an amount of information which they could

scarcely have obtained from any amount of school teaching. A novelty introduced by him in the same year was a "moonlight trip." This did not imply anything in form of evasion on the part of a tenant to the detriment of a landlord. The design of such a trip was to allow those who made it to have "an outing" on cheap terms and without interfering with their hours of labour, working men being the persons in whose interest the trip was planned. Trains were run during the moonlight nights of the summer months from the principal towns in the Midland and Northern counties to Scarborough and other seaside places, the charge being very low. The trains went and returned by night, the excursionists spending a day at the seaside.

In 1861 many working men of England were enabled through the arrangements of Mr. Thomas Cook to see something of the world beyond their native land. A committee was formed, with Sir Joseph Paxton as president, to promote a working man's demonstration in Paris. The train then carried 1,673 working men, under Mr. Thomas Cook's care, from London to Paris, and the demonstration was a success to all concerned save him who had made the arrangements and taken the risk. The South Eastern Railway Company exacted such hard terms that Mr. Thomas Cook was a heavy loser, and as the company refused to act in what he deemed an equitable spirit, his firm has since then chosen to act in concert with that company's rivals.

As has been mentioned in a previous chapter, the

tourist arrangements which Mr. Thomas Cook had perfected in Scotland came to an end in 1863, owing to the railway managers there refusing to sanction the issue of tickets by him. Cook's tours in Scotland were then at the height of their popularity, and their originator had reason to expect that the reward of his energy would follow. The Scottish railway companies determined, however, to dispense with his services, while hoping to follow his lessons to their exclusive profit. His remonstrances did not receive a favourable consideration. Hence he determined both to abandon his work in Scotland for a time and to close the offices which he had established there. Scotland being closed against him as field for his energies, he directed his attention to the Continent of Europe. Here he hoped to find new ground and fresh opportunities for prosecuting the business of travel which he had made his own for upwards of twenty years. He soon learned that the new field was limited only by the boundaries of the habitable globe.

Mr. Thomas Cook had endeavoured, during two or three years before this time, to make special arrangements with the London, Brighton, and South Coast Railway for conveying passengers to the Continent by way of Newhaven and Dieppe. The directors of the company were slow to understand that it was for their interest to close with his proposal. After much negotiation the business was advanced a stage through the friendly intervention of Sir Joseph Paxton, who urged

Mr. George Hawkins, the manager of the company, to give Mr. Thomas Cook a friendly and considerate hearing. Mr. Hawkins had contended that both his company and Mr. Thomas Cook would be the losers if the suggestions of the latter were acted upon, but he reluctantly agreed to make a trial of the scheme conditionally upon the Western Railway of France, with which his company was in alliance, also agreeing to do so. Provided with a letter of introduction, Mr. Thomas Cook went to the offices in Paris of the Western of France, with the result of persuading that company to try the experiment. The success was far greater than had been anticipated, and the manager of the Brighton company afterwards admitted that his line had never made a more profitable bargain than that which was grudgingly concluded with Mr. Thomas Cook.

When the Scottish railway companies were informed of his new projects for excursion traffic in the summer of 1864, they made overtures to him to resume the issuing of tickets for tours in Scotland; but other engagements then absorbed his time, and he was obliged to devote himself to elaborating plans for tours on the Continent.

In addition to carrying passengers from London to Paris by way of Newhaven and Dieppe, Mr. Thomas Cook provided for their comfort when in Paris by contracting with hotel proprietors to keep them while there on reasonable terms, and by furnishing conveyances to the sights and places of interest. Thus the excursionists

who journeyed to Paris with his tickets found their total expenses during their stay reduced to the lowest point, and one which accorded with the state of their purses. As many as 578 persons availed themselves of this opportunity to visit the capital of France and spend some days there, doing so for a sum which was less than their fathers would have paid to journey by coach from the capital of England to that of Scotland. Two steamers, the *Lyons* and the *Orleans,* were employed in transporting the sightseers between the shores of England and France.

Having made a beginning in foreign travel, Mr. Thomas Cook resolved to extend his tourist system over other parts of the Continent. With that object he visited Switzerland in this year, and he endeavoured to provide facilities for tourists visiting Geneva, Chamounix, Martigny, and all the places comprised in what is now commonly known as the regular Swiss round. He found the managers of the railways and the proprietors of the hotels ready to entertain and further his projects. Having matured his plans, he advertised a personally conducted tour to Switzerland. As many as 500 persons responded, the result being that two parties were brought together —the one starting on the 31st of July, the other on the 1st of August.

It was a special feature in this system of tours for each party to be accompanied by some one who should convey information, and also see that the programme was punctually carried out. In England and Scotland

it was made a condition of the excursions that the manager should accompany them. In a foreign country the necessity for personal supervision and help was even greater, as few of those who composed the parties headed by Mr. Thomas Cook were acquainted with any language but their own. He was accompanied by a guide and interpreter, whose services were at the disposal of his party, and the tourists were thus enabled to enjoy what they saw in a way which they might not have done had they travelled singly, and to do so at a far less cost than if they had been obliged to hire guides and interpreters for themselves wherever a halt was made.

Yet the system, though excellent, had its detractors, and the personally conducted party was written about as if those who composed it ought to be ashamed of themselves, and he who headed it ought to be punished. Those who wrote or spoke in this strain betrayed as much ignorance as spite. Persons of rank and wealth who had made the Grand Tour did so in much the same manner. The nobleman and his family were as much "personally conducted" as any of Mr. Thomas Cook's parties, the only difference being that the latter were larger. The conductor of the former was called a courier. The courier rendered services to his employers resembling those which Mr. Thomas Cook rendered to those who joined him. What constituted the essential difference between the two was that his parties were taken more quickly over the ground, were enabled to see more in a shorter time, and to make

the trip and visit the sights at a much lower cost than a family party traversing the same ground under the guidance of a courier. Moreover, those who did not choose to join his party might obtain their tickets from him and travel independently.

The earliest trips to Switzerland caused him more anxiety than the succeeding ones, yet everything went as smoothly as he could have anticipated, while the field of his labours was widening every day. Writing from Paris on the 4th of August, he says: "France and Switzerland now present to me new and almost unlimited fields of tourist labour. At this moment I am surrounded in Paris with some 500 or 600 enterprising tourists, and am expecting an addition of 400 or 500 more to-night. Already a party of 100 has started for Switzerland, and I expect to follow them to-morrow with 260 to 300 more. . . . This is, I believe, the largest party that ever left England for a tour in Switzerland; and to myself it is an event of unbounded satisfaction, attesting as it does the undeviating attachment of old tourist friends from all parts of England and Scotland." It should be added, with reference to the concluding words in the foregoing extract, that many of those who had once made trips under Mr. Thomas Cook's guidance were ready to do so again, and thus, when he advertised a tour over fresh ground, he could count upon the immediate support of many old friends. Besides, when a tour promised to be a great success, and had inviting elements of novelty, the applications for tickets were

generally in excess of the supply. Moreover, the tourists who were pleased with their experience acted as living advertisements. Thus it was in the case of the first tours in Switzerland. The two which started on the 31st of July and the 1st of August respectively brought back persons who were delighted with what they had experienced, the result being that a third party left for Switzerland on the 15th of September.

After annexing Switzerland to his happy hunting ground for tourists, Mr. Thomas Cook was ambitious to extend his sphere of influence to Italy. In order to do this he crossed Mount Cenis in a diligence to Susa, travelling thence to Turin, Milan, Florence, Leghorn, and Genoa. He returned to Paris from Genoa along the Corniche. One visit served to explore the land only; a second was often necessary in order to complete arrangements with railway companies and hotel-keepers. Having got everything in due order, he undertook to conduct tourists from England to Italy, the first party starting on the 4th of July, 1864. The event was memorable in tourist travel, and the announcement of the projected Italian journey created as much talk as that of the first excursion train. The applications for tickets were in excess of the number available. The public learned the particulars of that tour from a graphic paper in *Temple Bar*, entitled "Tripping it Lightly," which was written from personal experience by Mr. J. C. Parkinson, who was then at the outset of his brilliant literary career. Thousands of tourists now

leave England yearly furnished with Cook's tickets for trips through Italy over any of the lines of rail which are in operation there.

As has been said already, the original plan on which Mr. Thomas Cook worked implied the conveyance of a given number of persons by fixed trains over a particular extent of ground, within a stated period and under his own superintendence. At the outset it was the prospect of so many passengers being carried on a particular day that induced railway companies to make arrangements accordingly, and to make lower charges as inducements to the excursionists. It was some time, however, before they could see the advantage to themselves of allowing him to issue tickets for travel over their lines; but after this had been sanctioned, the convenience of travelling with his tickets was greatly increased. In 1864 he achieved the result which has been so fruitful since in benefit to railway companies and travellers. Then the issue of tickets between most of the railway stations in England to the chief places of interest in Switzerland was made for the first time on conditions which were fully appreciated by the travelling public. Anyone purchasing one of these tickets could travel when it suited him.

The chief railway companies in Switzerland were not slow to recognise that they would be the gainers by allowing Mr. Thomas Cook to have coupons which might be arranged in such a way as would suit the convenience of those using them, and enable the holders

to begin their journey when they pleased, and to continue it as they pleased, till their supply of tickets or coupons was exhausted. Moreover, the Swiss companies issued these coupons on terms which permitted the holders to travel at a reduction of thirty per cent. on the ordinary fares. The readiness of these companies to adopt this innovation was not less commendable than their liberality in dealing with Mr. Thomas Cook. They placed such implicit confidence in him that they did not ask for any guarantee or payment in advance, being satisfied to settle their accounts with him at the close of the holiday season.

While the Swiss railways treated him with a confidence which had its reward, the Scottish companies were made to feel their mistake in having withdrawn their confidence from him. The experiment which they made in 1863 in carrying on excursion business on their own account proved a disastrous failure. They were exposed to a competition which they had not foreseen, many of those who used to follow Mr. Thomas Cook in his excursions through Scotland having gone to the Continent under his guidance. Some of the owners of steamboats and proprietors of coaches informed him that they had worked their businesses at a loss, that the advertising did not repay itself, and that, instead of having money to receive from the railway companies for passengers carried in conjunction with the trains, they had to pay the companies their proportion of the advertising and working expenses. What

the Highlands lost, the Continent gained. Indeed, the number of foreigners travelling abroad increased so greatly that some persons complained of the Continent being spoilt as a place in which to spend a quiet holiday.

Charles Dickens was anxious to learn what truth, if any, there might be in these complaints, and he commissioned Mr. Edmund Yates, his most trusted contributor, to investigate the matter and record the result in *All the Year Round*. Accordingly a paper appeared in the number for the 7th of May, 1864, entitled "My Excursion Agent." This paper was of great use at the time, and it possesses a historic value now. The substance of it well deserves reproduction.

Mr. Yates found Mr. Thomas Cook in his room near the British Museum, and at the outset of the interview Mr. Cook stated that he was not a contractor for excursion trains or trips, that he had no responsibility, and that the work was entirely performed by the railway companies over whose lines the trips were taken; that he made suggestions as to the routes, etc., that his profit accrued from head-money or percentage on those whom he induced to travel—in fact, that he was a traveller on commission for various railway companies, in which capacity he paid all his own advertising, which was generally a heavy amount. He further said that he had been twenty-three years engaged in the work, during which upwards of a million of passengers had been under his charge; that, in arranging for trips to

Scotland, he had drawn passengers from the West and South of England, as well as the Midland and Northern Counties; and that, in the course of twenty-four hours, special trains would bring two thousand excursionists to Edinburgh. He added that he undertook to arrange for passengers being carried, and that he did not profess to cater for them, though he did his best to indicate where they could be housed and fed in comfort and at a low charge. If they wished it, he would settle their hotel bills, being repaid at the end of the journey, and, to quote from Mr. Yates, "It speaks highly for the honesty of excursionists when Mr. Thomas Cook declares that during his whole experience he has never made a bad debt amongst them, or lost a farthing by them. Had he ever been asked to lend any of them money? Frequently, and had never refused! He had lent as much as twenty pounds to one of his excursionists, an entire stranger to him, and had been repaid. Had he taken any security? Not he! Sometimes a gentleman would offer his watch, but what did he want with a gentleman's watch? He told him to put it in his pocket again."

The most interesting part of this valuable article relates to the character of the excursionists, a subject about which unfounded notions prevailed when Mr. Yates wrote, and the particulars which he collected on this head proved to be most instructive. The general character of the excursionists was said to be good, but the special character depended upon the destination of

the excursion:—"The trip to Edinburgh, and the shorter excursions in England, attract tradesmen and their wives, merchants, clerks away for a week's holiday, roughing it with a knapsack, and getting over an immense number of miles before they return; swart mechanics, who seem never to be able entirely to free themselves from traces of their life-long labour, but who, my Agent tells me, are by no means the worse informed, and are generally the most interested about the places they visit. In the return trips from Scotland to England come many students of the schools and universities—raw-boned, hard-worked youths, who, in defiance of the popular belief, actually do return to their native country for a time, probably to make a future raid into and settlement in the land whose nakedness they had spied into in early youth. As to Swiss excursions, the company is of a very different order; the Whitsuntide trip has a good deal of the Cockney element in it, and is mostly composed of very high-spirited people, whose greatest delight in life is 'having a fling,' and who do Paris, and rush through France, and through Switzerland to Chamounix, compare every place they are taken to with the views which formed part of the exhibition at the Egyptian Hall, carry London everywhere about them in dress, habits, and conversation, and rush back, convinced that they are great travellers. From these roysterers the July and September excursionists differ greatly: ushers and governesses, practical people from the provinces,

and representatives of the better style of the London mercantile community, who form their component parts, all travel as if impressed with the notion that they are engaged in fulfilling the wishes of a lifetime, in a pleasant duty never to be repeated. They stop at all the principal towns, visiting all the curiosities to be seen in them, and are full of discussion among themselves, proving that they are all thoroughly well-up in the subject. Many of them carry books of reference with them, and nearly all take notes."

In reply to questions from Mr. Yates, he warmly insisted upon the safety of excursion trains, and he produced statistics in proof of his opinion. From 1851 to 1863, the Midland Railway Company had carried 2,678,688 passengers by excursion trains; one accident only had occurred, and this was at Market Harborough in 1863, when a life was lost and serious injuries were inflicted upon several passengers. This accident cost the Company £18,000. After hearing all that Mr. Thomas Cook had to say, Mr. Yates arrived at this conclusion: "Now, surely this kind of thing is a good kind of thing, and ought to be encouraged. It is right that a hard-working man, labouring in one spot for fifty weeks in the year, should, in his fortnight's holiday, betake himself to some place as far away from and as different to his ordinary abode as lies within the reach of his purse, and this he can only do by the aid of such providers as my excursion Agent. . . . If these, then, be, as I fancy they are, some of the results

of the work of my excursion Agent—work in itself requiring clearness of intellect and honesty and stability of purpose—I think I have a right to claim for him a position, modest but useful, in that great army of civilisation which is marching throughout the world."

CHAPTER VI.

HEADQUARTERS IN LONDON.

At the time when Mr. Yates received the information which appeared in *All the Year Round,* and of which a summary was given in the last chapter, Mr. Thomas Cook had no public office in London. He had a boarding-house in Great Russell Street, Bloomsbury, where excursionists were accommodated during their sojourn in London. Under the terms of the lease no trade was to be carried on in this house, nor was any notice of a business character to be affixed outside. He converted a small conservatory into a temporary office, where he saw visitors and supplied tourist and excursion tickets, and it was here that Mr. Yates had an interview with him. Mr. Cook's Head Office was then in Leicester.

Early in 1865 he determined to open an office in London, and this afterwards became the Head Office. In the preceding year an important change had occurred, Mr. John Mason Cook then joining his father, and eventually constituting the firm which is now known all over the world as that of Messrs. Thomas

Cook and Son, and of which Mr. J. M. Cook is at present the sole responsible and managing partner.

Mr. J. M. Cook had accompanied his father in his excursions through England and Scotland, and was then useful to him in many ways. But it was not thought, after he grew up, that there would be sufficient work to occupy him all the year round as assistant to his father; hence he entered the service of the Midland Railway. After leaving the railway company, he began business on his own account. In 1864 he decided to rejoin his father, to the great satisfaction of the latter, who, as he then wrote, was thus "liberated from details of office work, and enabled to carry out foreign schemes of long projection in both the Eastern and Western hemispheres."

Though the business carried on by Mr. Thomas Cook had grown to be profitable as well as extensive in 1864, yet it was many years after the first excursion train had been run by arrangement with him that he was in any degree remunerated for his labour in projecting excursions. Between 1841 and 1845 he energetically promoted them during the summer months, but he did so gratuitously and chiefly in the interest of benevolent societies. He depended for a livelihood on his printing and publishing business in Leicester. However, seeing that the field of enterprise was growing wider, and the demand upon his time becoming greater, Mr. Thomas Cook resolved in 1854 to devote himself entirely to arranging for excursions by rail, by road,

and by water, and to obtain from the companies with which he had business relations a commission for his services.

His first London office was opened at 98, Fleet Street, early in April, 1865. This was thought a hazardous venture, and, as the whole house had been taken on lease, it was deemed prudent to arrange for the sale of guide-books and all requisites for tourists, including the procuring of passports, so that some returns should be made to repay any loss which might be caused by supplying tourist and excursion tickets alone. Moreover, the forwarding and delivery of parcels to all parts of the country was undertaken with the view of adding to the profits. The upper floors of the house were set apart for the accommodation of visitors, the place being designated "The Tourist and General Boarding House;" and it was to be conducted in the same manner as the "British Museum Boarding House," which Mr. Thomas Cook had opened in 1862. He was careful to announce that the house in Fleet Street had not only been thoroughly renovated, redecorated, and refurnished throughout, but also that it was "perfectly clean from basement to the ceiling."

When Mr. J. M. Cook took charge of the London office, he had an old friend of his father as his assistant, and a boy to act as messenger. Later he had a second assistant, but his own work as manager was most burdensome. He had to conduct the correspondence, while attending to the applicants for tickets, and to

give instructions to his assistants between the pauses in letter-writing. A monthly magazine called *The Excursionist* had been issued by Mr. Thomas Cook for several years, and its editing now devolved upon his son, who, when the day for publication drew near, had to visit Leicester, where it was then published, and see that everything was in proper order. He could not neglect his work in London, during the day, even for such a purpose; the consequence being that he had to leave Fleet Street for Leicester the night before publication of *The Excursionist,* returning to London by the mail train in the morning.

His duties were not confined to the London tourist office in Fleet Street and the publishing office in Leicester. He had to plan fresh tours on the Continent, and to make the arrangements for carrying them out. In the year 1865, the greater part of the European Continent was rendered easily accessible to the tourists who placed themselves in the hands of Messrs. Thomas Cook and Son, as in that year tickets were issued by the firm for tours not only in France, Switzerland, and Italy, but also in Belgium, the Netherlands, along the Rhine, in most of the German States, and in Austria. Further facilities were provided for tours in Ireland, while the excursions to Scotland were resumed on a new and improved footing.

So far from the tourist office in Fleet Street proving a financial failure, as was feared, it more than fulfilled the most sanguine expectations which could have

been formed. The need for such an office was demonstrated by the result. Yet, however gratifying this was to Messrs. Thomas Cook and Son, the yield to the firm of this London office was but a trifle compared with that of their other offices in succeeding years. Since the year 1865, the sums of money taken at all their offices in one day far exceeded the amount taken at 98, Fleet Street, in the course of the year 1865.

Having placed his son in a position of trust and command for which he was admirably fitted by his nature and training, Mr. Thomas Cook resolved to carry out a long cherished purpose and visit the United States of America. He sailed in the *City of Boston*, of the Inman line, in November, 1865, a steamer which was a favourite with passengers, but which had a melancholy fate, sailing from Halifax for England in 1869, and then disappearing without leaving a trace.

Before starting, Mr. Thomas Cook drew up a circular letter, which he forwarded to the proprietors and conductors of the newspaper press in the United States and Canada, and in which he wrote:—"At the commencement of the great work which I have proposed to myself, in the organisation of a System of Excursions and Tours betwixt Great Britain, America, and the Continent of Europe, I address myself first to you, as the leaders of public opinion on the North American Continent. In Great Britain, during the twenty-five years that I have devoted to the development of various

systems of cheap travelling in every part of the United Kingdom, as well as in France, Switzerland, and Italy, my best assistants and allies have been connected with the newspaper and periodical press. Editors of, and contributors to, many of the principal journals of England and Scotland have generally regarded my work as appertaining to the great class of agencies for the advancement of Human Progress, and to their generous aid I have been indebted for much of the success which has crowned my exertions." After explaining that he desired to arrange for tours from America to Europe, and from Europe to America, and to promote international intercourse to the fullest extent, Mr. Thomas Cook added: "This is a matter of great public interest which I desire to inaugurate, but which will live and engage the influences of the Press in your country when I have ceased to labour in that peculiar vocation to which I have already given the best efforts of more than a quarter of a century."

In the course of an address "to the People of America," he said: "In England and Scotland more than a million of tourists and excursionists have availed themselves of my arrangements; tens of thousands have travelled with me, many making it a yearly practice to make a trip under my arrangements. These have been my best advertisers, inasmuch as they have recommended my tours to their respective circles of friends and neighbours. . . A personal visit to America is the realisation of a long-formed project. In 1850 I had

nearly completed my negotiations for a special trip to the States, when, by a seemingly mere turn of the wheel, I was diverted into another line of operations in connexion with the Great Exhibition of 1851. Since that time the subject of excursions to America has been repeatedly urged upon me, and but for the disorganisation of the Great Republic I should in all probability have gone into the matter two or three years ago. But this, after all, seems to be the best time for a great attempt to harmonise extensive schemes of American and European travel. My own Continental Tours have reached a point of interest and solidity which gives me encouragement to combine with them the interests of another Continent; and in America, too, there is now a field of operation of unparalleled scope and interest."

Before Mr. Thomas Cook crossed the Atlantic, he sought letters of introduction from persons who knew him well, and who were well known themselves. Among them were the managers of railways in England and Scotland, Switzerland and France, with whom Mr. Thomas Cook had established business relations, and who were personally acquainted with his methods and witnesses of his triumphs. Among these letters there were two which operated as talismans in America, the one being from the late W. E. Forster, the other from the late John Bright, and both deserve reproduction. W. E. Forster wrote: "I am very glad to find by your letter of the 17th inst. that you intend arranging for

excursions between England and America during the year 1866. Such intercourse, well managed, would not only be of advantage to the individuals travelling, but would be of real service to both countries, by removing the prejudices which are the result of ignorance, and which will quickly yield to the kindly influences of mutual hospitality; and as regards management, these excursions cannot, I am sure, possibly be in better hands than yours."

John Bright wrote: "I have read your circular with great interest. Your project is one which will involve care and responsibility—but with your long experience I do not doubt its success.

"If you could assist some hundreds of Englishmen to visit the United States in the course of a year, and as many Americans to visit England, you will be of service to both countries. I am quite sure that much of the unfriendly feeling which has existed here towards the United States during the last four years has arisen from the strange ignorance which has prevailed among our people on all American matters, and this ignorance, so discreditable and so injurious, you will do much to remove.

"I wish your scheme every success. From all I have heard of you I feel the greatest confidence in your power to carry out your undertaking to the satisfaction of those who confide in you. I believe you will find in the United States a disposition to co-

operate with you, and to lessen your difficulties in every possible way."

The value of the foregoing letter was greater than that of all the others put together. Mr. Thomas Cook records that, when some of the busy gentlemen with whom he came into contact saw John Bright's letter, they told him, "You need no other recommendation, as the name of Bright will carry you everywhere in America."

Yet neither John Bright's name nor the kindly character of his mission sufficed to charm the Custom House officers at New York. Mr. Thomas Cook carried with him five thousand copies of his pamphlet for gratuitous distribution, and he was compelled to pay twenty-five dollars, or £5, to the Custom House for the privilege of giving them away.

He arrived at New York when winter had begun, and he went from it to Montreal, thence to Toronto, Hamilton, Niagara Falls, Guelph, London, Detroit, and through the State of Michigan to Chicago. In mid-winter he journeyed through Wisconsin, and he met some old friends at Leicester in that State. He also visited St. Louis, and Springfield in Illinois, where he saw the house in which Lincoln lived, and the provisional tomb wherein his remains were placed. Having visited Cincinnati, Philadelphia, Baltimore, and Washington, he returned to New York, whence he sailed for England in February, 1866, having journeyed

about ten thousand miles—six thousand by steamer and four thousand by railway train.

He found the excursion system imperfectly developed in America, and he made arrangements for trips being made over 4,000 miles of railway at a uniform rate of two cents, or two-thirds of a penny, a mile. His son started from England on the 21st of April, 1866, in charge of the first half of an excursion party, the second following on the 25th; the first numbering thirty-five, and the second somewhat less. The tourists visited Richmond and the battlefields of the South, the Mammoth Cave of Kentucky, and other points of interest along or near to the route followed by himself. The result was a disappointment to Mr. Thomas Cook, and he wrote: "Jealousy and competition of companies and agents defeated my purposes and destroyed my hopes. In the following winter my son again crossed the Atlantic with the view of promoting travel to the Paris Exhibition. He thought he had laid his plans securely, and several great companies promised their aid in giving effect to the arrangements, but our plans were again thwarted, after printing thousands of posters and tens of thousands of explanatory bills. The information benefited others, but left us unremunerated."

Though the result was a disappointment to the organiser of the tour, none of those who accompanied him had any ground for complaint. The difficulty which had to be encountered was both unforeseen and

formidable. Mr. J. M. Cook found on landing at New York that most of the railway managers declined to be bound by the engagements into which they had entered with his father. He at once began fresh negotiations which were successful, and they were conducted so rapidly that not a single day was lost out of those which the party was to spend on American soil. After he had conducted the party over a large section of the United States and Canada, and before returning to England, Mr. J. M. Cook completed arrangements with the managers of American railways, according to which forty-one series of tickets, that Messrs. Thomas Cook and Son would issue, were to be recognised by them, the holders of these tickets being entitled to use them when they pleased. This was the foundation of the extensive business in tickets for travel throughout the United States and Canada which is now conducted by the firm.

The first excursion to America was but one of several events which made 1866 a noteworthy year in the development of tourist traffic. Then it was that new arrangements between the firm and the Midland Railway Company were brought to a successful close, the result being that the firm undertook the advertising of all the cheap excursions of that company to and from London, combined with through booking to all parts of the Continent; thus the dwellers in the Northern and Midland Counties could take tickets available for all the stations on the Midland line and

the chief points of interest in France, Switzerland, and Italy.

In this year also Mr. Thomas Cook accompanied a party of about fifty during Holy Week to Rome, and he then had an opportunity to exhibit his capacity for coping with a sudden emergency. He had arranged beforehand for his party being accommodated at a hotel in Rome. On reaching Florence he received a telegram from the landlord of this hotel informing him that it was useless bringing his party to Rome, as not a bed was to be had there. He telegraphed back that such a message was unwarranted, and that he meant to hold the landlord to his bargain. He started by the night train for Rome in order to ascertain personally how matters really stood, and to hinder any disappointment to his party when it arrived. He found that the hotel was full, and that he must have recourse to extraordinary measures to house those who would soon arrive, and who were under his charge. Thereupon he hired the palace of Prince Torlonia for ten days at the cost of £500, thus obtaining lodgings for his party, and he further arranged for meals being provided for them at restaurants in the neighbourhood. He had no right to expect that the members of his party would bear any share of the increased outlay which he had been forced to incur on their behalf; yet, to his gratification and their credit, they contributed £4 each toward the expense, thus bearing half the loss. Then,

as on other occasions, his determination was to keep faith with the travelling public, and his sincerity had its reward in the confidence which the public placed in him.

A further development of the international tourist arrangements was effected in 1866. In the first place, tours were planned between England and the Channel Islands; in the second, a great extension was given to the circular tours in Switzerland, North Italy, and round the Italian Lakes, and in the third the Paris, Lyons, and Mediterranean Railway Company was induced, at the instance of Messrs. Thomas Cook and Son, to agree with the Eastern Company for a new circular ticket from Paris by way of Fontainebleau, Dijon, Macon, Geneva, Lausanne, Fribourg, Interlacken, Lucerne, Bâle, Strassburg, and back to Paris, or *vice versâ*. This ticket, which still commands a large sale, has been one of the most popular, because it enables the holder to break his journey at any point, and to combine with it tickets for visiting any part of Switzerland.

A party which left London for Italy in September, 1866, under Mr. Thomas Cook's charge had the good fortune to be present at a great historic event. After visiting the Italian lakes the party proceeded to Venice, where preparations had been made for the evacuation of that city by the Austrians and for its re-occupation by the Italians. The members of the party saw King Victor Emanuel enter Venice on the

7th of November, and they were eye-witnesses of the tumultuous joy displayed by the Venetians at escaping from the yoke of the hated foreigner and being united with their Italian brethren.

In the winter of 1866, a year which, as has been said already, was one of note in the annals of tourist traffic, Mr. J. M. Cook paid a second visit to America, his object being to arrange for tourists visiting the Exhibition to be held at Paris in the following year. He had a stormy passage across the Atlantic and exhausting journeys on land, travelling 4,000 miles chiefly by night in order to see the managers of railways in the United States and Canada by day. He accomplished his object of establishing a system of through booking, at reduced fares, between the chief railway stations in the United States and Canada and Paris. He started for home in January, 1867, and he had one of the longest passages in a mail steamer of which there was any record, the time taken from Portland to Liverpool being twenty-one days. Much of his labour was in vain. An immense mass of information was disseminated in the form of posters and bills, but the principal gainers were not Messrs. Thomas Cook and Son. Some of the railway companies broke their promises and acted with advantage on the hints which they had received, doing so to the detriment of those who gave them.

CHAPTER VII.

A NEW DEPARTURE.

THOUGH references to the Paris Exhibition of 1867 have already been made, yet a few additional details may be added in illustration of the progress made by Messrs. Thomas Cook and Son. Their connexion with this Exhibition, and the prominent place which they attained while it was open, made their name and their system known to thousands who had not heard of either before, and also led to a great increase in their business.

In the year before the Exhibition was opened Mr. Thomas Cook visited Paris to make preliminary arrangements concerning it. He carried with him letters of recommendation from the English Royal Commission, and he was introduced to M. Leplay, who was the private secretary of Napoleon III. M. Leplay assured him that the Emperor was ready to assist him in promoting the visits of English working-men to Paris. Though not holding an official position, Mr. Thomas Cook considered this assurance sufficient to justify him in believing that his plans would receive official support. Accordingly, he leased open spaces

at Passy upon which he built structures for the housing of excursionists who were to be carried to Paris and back at low fares. In concert with M. Chardon, the proprietor of the London and New York Hotel, he leased a large empty building at the corner of the Boulevard Haussmann, and prepared it for the reception of visitors desiring first-class accommodation.

While the scale on which these preparations were made appeared to be that of a sanguine man, the issue showed that no miscalculation had been made. At the close of the Exhibition a report which was supplied by Mr. Thomas Cook to M. Leplay showed that, in accordance with the arrangements made by him, upwards of 20,000 persons visited Paris; that, out of the number, half had found accommodation in the premises provided by Messrs. Thomas Cook and Son; that 50,000 letters had passed through their London office, and that as many as 100,000 personal inquiries had been made at that office and received attention.

These remarkable results were due in great measure to the agreements made with the English railway companies. Mr. Thomas Cook was appointed by the directors of the London, Brighton, and South Coast Railway the managing agent, during the time the Exhibition was open in Paris, of all the company's excursion and tourist traffic, and he persuaded the directors to issue return tickets from London to Paris at the low price of twenty shillings. The charges for

accommodation in the Messrs. Cook's premises in Paris were so low that a working-man could make the trip and spend four days in Paris for an outlay of thirty-six shillings.

Thousands of British working-men availed themselves of the opportunity to visit the capital of France. This result was due in part to the opening by the Midland Railway Company of a new route from Manchester by way of the peak of Derbyshire to London, which gave additional facilities for the inhabitants of Lancashire travelling to the Continent. Messrs. Thomas Cook and Son had to open an office in Manchester for the convenience of tourists from that part of the country, and they issued more tickets there to Paris by the Newhaven and Dieppe route than were issued by all the companies in the United Kingdom.

Mr. Thomas Cook was highly gratified to observe the success of his plans for enabling his poorer fellow-countrymen to visit this great Exhibition in Paris, and he was as proud of this achievement as he was gratified with his pecuniary gains. His lifelong desire had been to bring the people of all countries, or those in the same country, into closer association, and he firmly believed that, if the inhabitants of his native land were brought into personal contact with those of other lands, both parties would be benefited. He had reason to suppose as well as to hope that the English working-men who visited Paris in 1867 would after-

wards entertain truer notions about France and the French than they had previously done, and he was justified in assuming that, with more accurate knowledge, a kindlier feeling would prevail.

The Paris of those days was a different city from what it has since become. The Second Empire was then at the height of its glory; everything had then been done which despotic power could effect to make Paris a city of pleasure, the seat and magnet of holiday-makers from all parts of the globe. A spectacle so seductive had not been witnessed before, and may never be seen again. Those who were spectators carried away impressions which they could not readily forget. Many who saw Paris in its luxurious days were enabled to do so owing to Messrs. Thomas Cook and Son having smoothed the way for them and made their visit one which taxed their pockets lightly.

Despite the absorbing nature of the business which the Exhibition at Paris in 1867 imposed upon Messrs. Thomas Cook and Son, the firm was not inattentive to matters of home concern, and continued to pay careful attention to the excursion traffic within the limits of the British Isles. Pleasure trains carried passengers holding Cook's tickets between London in the South, Penzance in the West, Norwich in the East, and Inverness in the North. The burden of the work requisite for this diversified and widely extended system of excursions fell upon Mr. J. M. Cook, who had to

forego his nights' rest, as well as occupy his days, in supervising the plans which were executed without a hitch. During the time that these excursions lasted he was out of his bed for a hundred nights.

In all that has been written since the beginning of this chapter, the facts, though striking, are not novel; indeed, this narrative still exhibits a continuous advance of Messrs. Thomas Cook and Son in the path which they had trodden and made their own. It is true that the progress in 1867 was marked and marvellous; still, it was the sequence of preceding efforts. The new departure, which deserves special notice, was an attempt to accomplish a result hitherto unattempted, and which many persons might have deemed impossible of attainment. It was comparatively easy, after the first steps had been successfully achieved, to familiarise travellers on the Continent with such a system as that which Messrs. Thomas Cook and Son had devised. Those who had never left their own country before, who were unacquainted with foreign tongues, and who wished to visit other lands and see with their own eyes the historic places and monuments about which they had read, were glad to join a personally conducted party to the Continent, and to feel that, from the hour of their departure to that of their return, they would be able to pass from place to place, and from one curious spectacle to another, without having to undergo any personal inconvenience, and without having any difficulty in receiving an answer to whatever

question they might put. Many of our countrymen, however, are imbued with the English love of independence and of isolation; they prefer to travel either alone or else in company with their family or personal friends, to stop at the place which pleases them as long as they desire, to select their own route, and to feel themselves free to follow the impulse of the moment. Knowing their countrymen thoroughly, Messrs. Thomas Cook and Son made an arrangement in 1867 whereby this erratic instinct could be gratified, while the persons in question remained dependent upon the firm for the opportunities of making Continental tours.

After much thought, long negotiation, and personal experiment, Mr. Thomas Cook perfected arrangements whereby the tourists who bought the tickets which he issued might at the same time provide themselves with coupons which would serve for their entertainment at hotels during their trip. In all countries the traveller's most anxious moment is that when he has to pay his hotel bill. He may not begrudge paying a fair price for the service rendered, but he objects to overcharge in any form, and when he is in a foreign city and is himself a foreigner who is unacquainted with the language of the people, he is apt to consider himself a victim to whom no mercy will be shown.

English travellers suffered greatly, when travel on the Continent became general, from the reputation which their forefathers had established. When Englishmen made the Grand Tour in the last century they

had plenty of money in their purses, and they were not reluctant to scatter it broadcast. Hence an English traveller came to be regarded by a foreign hotel-keeper as a fit subject for professional plunder. Charges were made in his bill which seldom appeared in a bill rendered to a native of the country, and it was erroneously supposed that every English traveller was as able as he might be willing to pay whatever price might be demanded. When travel became more common, and the travellers had but a limited sum to expend, it became an important question how to receive full value for their money, and, above all, how not to be imposed upon.

The problem was solved by Mr. Thomas Cook. He entered into arrangements with hotel-keepers in various countries, corresponding with those into which he had entered with railway companies. To the companies he said: "I will take tickets for particular trips at a fixed price, and I shall arrange with others to use them on my terms." In this way the companies were assured of a fixed number of passengers over their lines, and also that Mr. Thomas Cook would exert himself to induce these passengers to travel. In like manner he said to hotel-keepers: "You can afford to house and board men or women for so much a day, giving them certain rooms and repasts in return for a fixed payment. I undertake to guarantee the payment, or make it in advance, if you will enable me to arrange with the persons who visit your hotel, and expect to be

lodged and entertained." Those who chose to avail themselves of this arrangement bought hotel coupons from Messrs. Thomas Cook and Son, these coupons giving the bearer the right to demand lodging and meals at any hotel named in an accompanying list. The holder and user of the coupons had no trouble about his bill when he left the hotel; he had simply to hand over so many coupons for so many days' board and lodging. If he had been served with anything extra, he had to pay the price; but he was under no obligation to give anything in excess of the amount which he had paid to Messrs. Thomas Cook and Son before leaving home. In this manner he was saved much worry, which was a great gain, and, what was quite as important, he could calculate to a nicety before starting on his tour what sum he would have to expend while it lasted.

Just as in railways and steamboats there are different classes, so there are hotels where the luxury is greater than the comfort, and others wherein there is more comfort than luxury. The second-class hotel, like the second-class railway carriage, may be considered by some travellers quite good enough for them, while other travellers may desire the greater luxury in a carriage and the better situation in a hotel because they are able to pay for them. Now, Messrs. Thomas Cook and Son not only issued second-class railway tickets, but they also issued coupons available at hotels of various classes. It depended, then, upon the tourist

which hotel he would patronise, just as it did as to what class he would occupy in a steamer or railway carriage. In all cases the main object was attained, that of depriving travel in a strange land of its greatest drawback, and many thousands have shown their appreciation of the system.

Mr. Thomas Cook personally tested his new system before inviting others to do so. He used his hotel coupons in a tour through Italy, to Vienna, down the Danube, through Hungary, Tyrol, and Switzerland. As time passed and experience was gained, he made modifications in the system which has been largely adopted, and is now fully appreciated. There are 1,200 hotels in various parts of the globe where Cook's coupons are accepted, and where the traveller carrying them is free from all doubts or anxieties about the length of his bill and the accuracy of its items.

CHAPTER VIII.

FROM LONDON TO JERUSALEM.

PURSUING the idea which had been the main-spring of his action as an organiser of tours at home and abroad, Mr. Thomas Cook resolved to pay a visit to the Holy Land in 1868. To him, as to millions of the human race, the lands of the Bible had an irresistible fascination. There was a time when this fascination led to much shedding of blood. The Crusaders went thither to slay the Saracens: Mr. Thomas Cook went to devise plans for rendering the Holy Land generally accessible to his countrymen. There was nothing belligerent in his piety or sanguinary in his nature. His pride was to conduct his countrymen in the paths of peace.

Before starting for the East, he conducted the largest party from Paris to Naples that had ever been under his charge. As his custom was, he had previously made the trip in order to familiarise himself with the route, and then he issued a detailed programme of the tour, which lasted a month, and cost £40. No better illustration can be supplied of the method pursued by Messrs. Thomas Cook and Son,

when their tourist system had been matured, than such a tour as this. Nothing was left to chance, provision being made beforehand for what each person concerned might count upon.

Mr. Thomas Cook assumed, however, that all the tourists would reach Paris by the appointed route, and be accommodated there at one of the hotels which was ready to receive them. After leaving Paris, he arranged for a halt at Chambery, the ancient capital of Savoy. Thence they were to proceed to St. Michel by special train, continuing their journey by special diligence to Susa, where a special train would convey them to Turin. By taking the night train from Turin to Florence they would have a day in which to see the capital of Tuscany. He earnestly requested the members of his party not to proceed in advance of him, lest their hotel coupons should not be understood, and also lest they should have difficulties at the railway stations. He proposed travelling from Florence to Rome by way of Pisa and Leghorn, spending a night at one of these cities, and seeing the Cathedral and Leaning Tower at Pisa. The party might spend a week in Rome at the hotels with which he had made arrangements, and which he indicated. He was quite confident about the members of the party being adequately entertained when they reached Naples.

Practical advice was given about how much luggage to take and on what terms to take it; and advice quite as practical and confirmatory of the paternal care

which he exercised over those who were under his guidance was supplied in the following passage from his programme: "Nothing in former times weakened my power to serve so much as having to contend against the eagerness of young and active gentlemen who would run off from the stations to secure the best rooms and to bespeak them for others of their immediate association. I checked this impetuosity by requesting hotel-keepers to send first comers, as the most vigorous, to the highest rooms; but I more effectually repressed it by sending in advance a list of the party, distinguishing married couples, ladies, &c., from others, and getting rooms allotted to all before their arrival. It is a pity that all young and strong visitors do not give preference to the highest rooms, which are generally by far the most quiet and pleasant. How many young ladies and gentlemen are there who will copy the example of a young lady who wrote to me two years since, requesting that I would always bespeak for her 'a room high up'? I shall be glad to receive such instructions to note in my circular to hotels. Such preference might be given without partiality; but if you are not prepared to make this request, just quietly leave the matter in the hands of myself and the hotel proprietors, and we will do our best to make all things pleasant."

No more instructive passage than the foregoing could be quoted out of the many papers of advice and suggestion which were prepared by Mr. Thomas Cook.

It displays at once his common sense, which is as rare as genius, and a faculty for organisation which few men possess. Indeed, it may be doubted whether the feat which Wellington regarded as a most difficult one, that of marshalling a given number of soldiers in Hyde Park and getting them out of it in good order, was really more confirmatory of great capacity than was the successful direction of a body of tourists from the beginning to the end of their journey. Soldiers can be ordered to do what their commander requires, while tourists are too ready to break the rules which have been laid down for their guidance, and to follow their own counsel instead of obeying the orders of their leader. When a number of soldiers do this, through misunderstanding the word of command, or through the incompetence of their chief, a regiment or a division becomes "clubbed," and the difficulty of evolving order out of chaos is then most serious. Happily the parties under Mr. Thomas Cook's guidance, or that of his son, had the wisdom to act upon instructions; hence the tours were not only conducted in accordance with the plan settled beforehand, but they were also pleasant and profitable. What applies to tours in Europe has an application quite as pointed to those in the East, which involved arrangements even more complicated than those which Mr. Thomas Cook had to make in Europe and America.

While applying the system to tours through Palestine which they had made their own in Europe, the firm did

not profess to be the first to introduce personally conducted sets of tourists there. In the time of the Crusades the bands which visited the Holy Land did so under a leader. In modern times it has been customary for parties going thither to have a directing head. Indeed, travel in the East has usually taken the form of a caravan, several persons moving together as much for their common safety as for their comfort.

Mr. Thomas Cook deserves credit for having carefully surveyed the ground, and making preparations in advance before undertaking to lead a party of tourists to Palestine. He had fitted himself for being a conductor of such a party, the consequence being that the parties under his charge had good reason for satisfaction. Before visiting the Lands of the Bible he took counsel of the veteran traveller, James Silk Buckingham, as to the best route, and he collected information from other quarters, and after gaining all the knowledge obtainable at second-hand, he proceeded to see for himself how far the picture in his mind corresponded with the reality. He journeyed to Constantinople in the first instance; thence he went to Beyrout, Jaffa, Alexandria, and Cairo. On his return home, in December, 1868, he advertised a tour to Palestine and the Nile in the following spring. Before a month elapsed thirty-two ladies and gentlemen had taken tickets for the trip to the Nile and Palestine, and thirty to Palestine only. Two steamers, the *Benha* and *Bonisooif,* were engaged for the Nile trip, and two camps were formed in Pales-

tine, some of the party on the return journey visiting Athens and Constantinople.

This was the beginning of the Eastern travel to which further reference will be made in a future chapter, the organization of which developed into a leading branch of Messrs. Thomas Cook and Son's business. It is a part of that business in which American tourists play as prominent a part as English, and one which has had the patronage of clergymen of all denominations. Not the least of the results has been the transformation of travel in the East. Before Mr. Thomas Cook led his first party through Palestine, travellers were at the mercy of savage chiefs, who made them pay dearly for the protection which they afforded, or the permission which they granted to pass through their districts. These chiefs were as fickle as they were avaricious, and as dilatory as they were exacting. Now, the plans of travel laid in London are carried out to the letter and the day, in the Eastern regions which Cook's tourists traverse. Moreover, the element of danger has been almost entirely eliminated, and those who would have hesitated to trust themselves in Palestine as it was a generation ago, now go thither without fear, and their confidence in the measures taken by the Messrs. Cook is fully justified.

CHAPTER IX.

HOME-WORK IN 1868-1869.

It is characteristic of Messrs. Thomas Cook and Son's business that home requirements demand as great attention as those for foreign travel. Before Mr. J. M. Cook had taken the position of managing and responsible partner it happened that, while the East was being opened out by one partner to the tourist, the other partner was fully occupied with negotiations in England and the Continent. This was true even before Mr. J. M. Cook formally entered into partnership with his father. In 1868 the Directors of the Great Eastern Railway Company appointed him to manage their Continental passenger traffic by way of Harwich. At that time the Harwich route to the Continent was little used, and tourists were not offered special inducements to avail themselves of it. Mr. J. M. Cook determined to provide what was lacking to render the route popular, and with that object he made repeated visits to the Continent, where he had frequent conferences with the managers of the railways in Holland, Belgium, and Germany. The entries in his diary show that during

the autumn and winter of 1868-69 he travelled 20,000 miles before his self-imposed task was fulfilled.

At the outset he was met with the objection that, if the fares were reduced to the figures which he suggested, passengers could not be carried over this route at a profit. The President of the German Rhenish Railway Company, after having had several interviews with Mr. J. M. Cook, advised him to abandon what he styled his visionary project. Instead of doing so he persisted in endeavouring to obtain a favourable reply to his proposal, and urged that, at all events, the experiment might be tried. His pertinacity produced an impression, though he failed to carry conviction to the mind of his hearer. A meeting of the railway managers was summoned to give him another hearing and a final reply. At this conference the general opinion prevailed that it would be judicious to pacify him with a partial concession, and thus to get rid of him. Hence it was agreed to sanction an issue of one or two series of special tickets in consideration of Mr. J. M. Cook pledging himself that at least 500 first-class passengers would buy these tickets during twelve months from the date of the agreement being made. Not long afterwards the conference reassembled to hear a report from him, and all the members were surprised to learn that upwards of 500 persons had bought and used these tickets in the course of a single month!

The passenger traffic by way of Harwich grew so rapidly that, within a year after it first began, Messrs.

Thomas Cook and Son opened their first Continental offices at Brussels and Cologne, in order that persons on the Continent might be supplied with tickets by the new route. During the summer of 1868 Mr. Cook's time was chiefly occupied in developing Continental traffic by way of Harwich, and in conducting parties of tourists through Holland, Belgium, and the Rhenish Provinces. A special train left the old Bishopsgate Station in the autumn with about 100 persons bound for Italy. This was the beginning of a large and increasing tourist traffic over the Great Eastern to Holland, Belgium, Germany, Austria, and Italy.

A further addition to the business which Messrs. Thomas Cook and Son had fostered in connexion with the Midland Railway Company was effected in 1868, the year in which the Company's new station was opened at St. Pancras, and was considered a wonder of railway architecture. The company had then improved its access to London by opening a line from Bedford, and was enabled to compete for a share of the passenger traffic between London and all the chief towns of the Midland, the Lancashire, and the Yorkshire districts.

A still more memorable event in the year 1868 was the opening of the tunnel through Mont Cenis. The diligences which ran over the mountain, and the Fell railway which did so also for a time, had the drawback of breaking the journey, and of rendering it much more fatiguing as well as more costly than when railway car-

riages could run through the mountain on the railway from France to Italy. Not only was the general traffic increased, but the tourist traffic grew in a still greater ratio, and the increase materially added to the business of Messrs. Thomas Cook and Son.

One of the most marked changes made after the tunnel through Mont Cenis was opened related to through traffic to the East. Messrs. Thomas Cook and Son were enabled to issue tickets from England to India and Egypt by way of Mont Cenis and Brindisi, the sea passage being made by the Italian Steam Shipping Company for navigating the Adriatic.

In 1869 the firm was gratified with a proposal from the late Earl of Shrewsbury, which was in accord with the chief desire of its founder, whose ambition had been to enable his countrymen to know their own country better, and then to form acquaintance with countries in other parts of the world. Mr. J. M. Cook was asked to act as his lordship's representative in opening his picturesque grounds of Alton Towers, in Staffordshire, to parties of excursionists. He gladly accepted the responsible and agreeable duty, and he arranged so that in one day as many as 10,000 excursionists were conveyed by cheap trains to the grounds. During the earl's lifetime it was a great treat to working-men to visit Alton Towers, and private parties were also enabled to enjoy the privilege at any time during the summer season under arrangements made by Mr. J. M. Cook.

The greatest historic occurrence in this year, and one of special moment to British commerce, was the opening of the Suez Canal on the 17th of November. Mr. Thomas Cook was one of the invited guests who passed through the canal on a steamer in the opening procession. He then made the personal acquaintance of M. Lesseps, and the intimacy between the two men led to the founder and maker of the canal helping the pioneer of tourist traffic in his efforts to use it for the development of his business.

CHAPTER X.

DEVELOPMENT OF EASTERN TRAVEL.

THE number of persons desiring to visit the East under the care of Messrs. Thomas Cook and Son increased year after year. In 1870 Mr. J. M. Cook was appointed by the Khedive to act as the agent of his Government for passenger traffic on the Nile. Many parties went to Palestine, the Nile, Greece, or Turkey, under the guidance of a member of the firm or one of its representatives, during the winter of 1869-70. Their business ceased to be one which supplied the wants of their countrymen only, and it became international. Provision had already been made for Americans joining in the tours, and the like facilities were now extended to dwellers on the Continent of Europe.

It was found by experience that many persons wished to make a tour with Cook's tickets without joining one of his parties, and for their convenience a series of international tickets was prepared, the holders of these tickets being enabled to travel, when they thought fit, in any of the countries which were named upon them, and within the period for which they were available. Still, the personally conducted tours in the

East continued to be largely patronised. In no other way could those who visited Egypt or the Holy Land receive so much attention and be spared so much trouble. The members of Cook's party had literally no occasion to take thought for the morrow, save as regarded getting up and being ready to start at the appointed hour. No member of a Royal family for whom provision is made on all occasions could have had a greater indifference as to what might occur during the journey than the tourist had who placed himself in the hands of the Messrs. Cook or their agents.

Great capacity for organisation was displayed in providing for such a party and conducting it to its destination. A few figures will best show this. Let it be supposed, for instance, that a party numbering sixty was bound for Jerusalem, and let the question be put and answered as to what such a party required in order to be accommodated during the journey through Palestine. The first item was twenty-one sleeping tents, and these had to be pitched when the party halted, and struck and carried while it was on the move. The second was two dining saloons and three cooking tents. Sixty-five saddle horses had to be provided for those who rode, and eighty-seven pack horses, mules, and twenty-eight asses for the transport of luggage and other things. Such a party was accompanied and served by fifty-six muleteers, five watch dogs, three dragomans, and eighteen camp-servants and cooks. Thus 180 mules, asses and horses, five dogs, and seventy-seven men were re-

quired to accompany the sixty travellers and provide for their wants. This was a modern caravan, led in the European fashion, by one who possessed the qualities which distinguish a successful general.

Cook's tourist parties enjoyed wonderful immunity from mishaps, and the one to which reference has just been made, though as fortunate as the others, had a hairbreadth escape. Its members visited Athens in April, 1870, and were there when a sad tragedy happened. A party consisting of Lord and Lady Muncaster, Edward Lloyd, barrister, Mrs. Lloyd and child, Frederick Grantham Vyner, Edward Herbert, Secretary to the British Legation, Count Albert de Boyl, Secretary to the Italian Legation, accompanied by servants and guarded by an escort of troops, visited Marathon on the 11th of that month. The party had reached Raphini on the way back to Athens, when it was attacked and overpowered by a band of brigands under the leadership of the brothers Arvanitaki. The ladies were allowed to depart soon after their capture, while Lord Muncaster was set at liberty on the 13th conditionally on his going to Athens and procuring a ransom of £32,000, along with a free pardon for the brigands and the release of their comrades who were in custody. The Greek Government refused the amnesty, and sent troops after the brigands, who put to death Mr. Herbert and Count de Boyl on the 21st, and Mr. Vyner and Mr. Lloyd on the 22nd. Most of the gang were shot by the pursuing force. It was the general belief in

Athens that the brigands hoped to capture the party under the charge of Mr. Thomas Cook, who, acting on the advice of the British Minister, declined to conduct his party to Marathon unless it were guarded by an adequate military escort. As the Greek Government would not agree to this condition, the visit to Marathon was abandoned, and the members of Mr. Cook's party were saved from a tragic fate.

The sudden outbreak of war between France and Germany in 1870 was a startling event to many peaceful travellers on the Continent. The year was that appointed for the Passion Play at Oberammergau, and hundreds of English and American travellers who were provided with Cook's tickets had started to witness it; besides, both members of the firm were engaged in conducting parties of these tourists. Many tourists hastened back to England after hearing the first rumours of war; others found it impossible for a time to travel in Germany, the railways having been shut against civilians and being exclusively employed in conveying soldiers and munitions of war. Much inconvenience was thus occasioned to travellers, and those who were anxious to pass from place to place were unable to make full use of the tickets with which Thomas Cook and Son had supplied them.

Many years after Mr. J. M. Cook was gratified to learn from a Scottish gentleman who was one of these ticket holders that the course then pursued by his firm had given him entire satisfaction and made a lasting

impression upon him. He had tickets in his possession for which he had paid £25. Being a solicitor, he knew that, in the circumstances, he had no claim upon the firm for the return of the money, its obligations having been cancelled owing to the war. He was not less surprised than delighted to receive, a few weeks after his return home, a cheque for the amount which he had paid, and since then he has frequently repeated his pleasant experience as testimony in favour of the firm. Moreover, he has naturally made a point of always travelling with Cook's tickets.

While the war lasted between France and Germany it seemed as if the greater part of Messrs. Thomas Cook and Son's occupation was at an end. The part of the Continent over which they had issued tickets to tourists intent upon relaxation and pleasure was the battleground of hostile armies, and remained so from the summer of 1870 till the spring of 1871. Even the firm regarded the outlook with anxiety; yet, as the event proved, there was no reason for dismay. The war interrupted travelling from one place to another over routes which had become beaten paths to the tourist, and, what was still more annoying, the area within which war raged was one over which it had been necessary to pass in order to reach the pleasant places where peace prevailed.

It turned out, however, to the surprise of Messrs. Thomas Cook and Son, as well as to their pecuniary advantage, that the time during which hostilities lasted

was a time when their services were in special request. Non-combatants who wished to travel for business or health applied to them for advice and assistance. Those who had gained experience in travel, and considered themselves as capable of finding their way about the Continent as of doing so in the streets of their native cities, now sought aid at the hands of a firm which had gained a reputation as the guide and friend of the traveller. The firm was prepared to afford help to those who sought it, being fitted for indicating unknown or little used ways for journeying from one part of the Continent to another. As a result of the applications made at this time, the firm became convinced of the advantage that would accrue to travellers if they were supplied with tickets which would give them a choice of routes, and render them independent in the event of one route being blocked. Hence the system of international tickets was instituted which has since become most popular and useful. At the present time the issue of such tickets forms one of the largest parts of the business conducted by the firm.

An example may be given out of many affording a clear impression of the kind of service rendered during the Franco-German war to those who invoked the Messrs. Cook's aid. The Archbishop of Canterbury was seriously ailing, and his medical advisers had ordered him to proceed to the Riviera. How to get there puzzled him, and he applied to the firm for advice. The only route then open was through Belgium,

Germany, and Austria, over the Brenner Pass to Genoa, and thence to the Riviera. At the express request of the Archbishop, Mr. Thomas Cook acted as the conductor of his family and himself to their destination.

While the father was thus engaged, the son was employed in another way consequent upon the war. The route to Brindisi through France was closed to passenger traffic, and this injuriously affected the intercourse between England and India. In these circumstances the route to the Continent by way of Harwich, which Mr. J. M. Cook had laid open, proved to be of exceptional value. He was invited by the representatives of the German railway companies to meet them in conference at Frankfort with a view to consider how far passenger traffic to Brindisi might be conducted by way of Harwich and through Germany and over the Brenner.

Three years before then he had found these gentlemen opposed to his views, and firm in the belief that passenger traffic between England and the Continent could never be developed on a large scale by way of Harwich and Antwerp, or Harwich and Rotterdam. However, the irresistible logic of facts had now convinced them of their error. The president of the German Rhenish Railway, who had repeatedly told Mr. J. M. Cook that his views were unpractical and would never find acceptance among the managers of German railways, now stood up in this conference and pro-

posed that Mr. J. M. Cook should be appointed agent for all the companies concerned in the development of passenger traffic through Germany and over the Brenner to Brindisi. The proposal was carried unanimously, and the appointment was made with a salary added.

After much toilsome journeying and planning, Mr. J. M. Cook effected an arrangement for the issue of through tickets from London to Brindisi, and concluded an arrangement whereby a passenger could make the trip with one book of coupons which served from his departure to his arrival. The convenience of this was very great, and it was fully appreciated. When the war ended in the spring of 1871 the passenger traffic reverted to its old channel, yet the French railway companies had been taught a lesson by which they profited. Heretofore they had obstinately refused to permit through tickets from London to Brindisi being available over their railways; but they were shown what had been done in Germany, and they reluctantly felt themselves obliged to do likewise. The German railway companies had reaped advantages from Mr. J. M. Cook's services as their agent, and now the most important of the French companies desired to profit by the services of the firm with which he was connected, and in this year the directors of the Paris, Lyons, and Mediterranean Railway appointed Messrs. Thomas Cook and Son their agents for the development of passenger traffic over their lines, a position of

authority and distinction which the firm had never hoped to occupy.

The winter during which the Franco-German War was waged proved to be the most severe in living memory, and the weather had an influence on the conveyance of passengers to Egypt and Palestine as well as upon the movements of armies. Owing to inundations and heavy falls of snow the lines of communication were often cut or blocked, and it involved much extra labour on the part of Messrs. Thomas Cook and Son to enable the tourists under their care, or holding their tickets, to catch the steamers at Trieste or Brindisi. Despite many and unforeseen difficulties, no instance of failure occurred, the reputation of the firm for punctuality and dispatch being uniformly maintained.

The firm was called upon to assist in conveying relief to the famishing poor of Paris during the armistice. A committee had been formed at the Mansion House, funds were raised, and the provisions bought with the money were despatched under the care of the late Mr. George Moore and the late Colonel Stuart Wortley, while Mr. J. M. Cook accompanied them and assisted in the arrangements. The party started on the 31st of January, 1871, with seventy tons weight of provisions. Ordinary traffic was then suspended on the railways to Paris, and the trains which ran were under the orders of the German military authorities. The Germans were not anxious to facilitate traffic with

Paris during the armistice, and the party taking this relief had many obstacles to overcome. As soon as the trucks had been unloaded in Paris they were returned to Dieppe for a fresh load, Mr. J. M. Cook accompanying them.

It occurred to him that many persons would be curious to see Paris during the armistice, and that if a party were organised it might benefit M. Chardon, the hotel proprietor with whom his firm had long been on most friendly terms. An announcement to that effect was issued, and in the course of three days a party numbering 150 started for Paris, where some remained till the outbreak of the Commune. The skilful way in which the provisions were taken to Paris and this party of sightseers was conducted thither made an impression on the public mind. The late Mr. James White, one of the members for Brighton, made some remarks in the House of Commons on the 25th of April, 1871, which showed his opinion of Messrs. Cook's capacity for undertaking the most onerous task, and executing it with success. On that day he brought forward a motion condemning additional taxation, and in the course of his speech he said that, owing to some antiquated arrangements made when railways were novelties, the Government paid 50 per cent. more for the conveyance of troops than private persons would have to pay for the conveyance of the like number of men. Moreover, private persons were allowed to carry a certain weight of luggage free, whereas all the baggage

carried by soldiers was charged for as an extra. Mr. White affirmed that if Messrs. Thomas Cook and Son were entrusted with the transport of troops within the United Kingdom, "the country would probably be a gainer to the extent of something like £120,000 or £130,000, while the soldiers would find the change attended by a great increase of comfort."

The closing of a part of France to passenger traffic was continued for some time after the conclusion of peace between France and Germany, the Communists of Paris having risen in rebellion. At the beginning of June, 1871, the capital of France was again open to the world. Mr. J. M. Cook, who had watched his opportunity, entered Paris almost at the same time as the French soldiers who marched thither from Versailles. He soon effected what was necessary for his system of tourist and excursion tickets coming into operation again. The demand for these tickets on the part of American and English tourists was enormous, the desire being general to visit Paris and the chief places of note during the war which was over.

CHAPTER XI.

AMERICAN KNIGHTS TEMPLAR IN EUROPE.

FREEMASONS are to be found in every quarter of the globe, but in no part are they more demonstrative than in the United States of America. In the United Kingdom all their proceedings are conducted in the privacy of their lodge-rooms, while in the United States they are fond of parading the streets and exhibiting themselves fully clothed to their fellow-citizens. While Freemasonry proper consists of three degrees, there are many fancy and ornamental degrees which attract the lovers of gorgeous paraphernalia, and of these that of the Knights Templar is the most popular in America. The members of it are addressed as Sir Knight, and when they parade in public they appear in as fantastic a garb as that of a general officer in the Grand Duchy of Gerolstein.

In 1871 a party of American Knights Templar determined to visit Europe, and the arrangements for their trip were effected by Messrs. Thomas Cook and Son. The party was headed by Sir Knight Jenkins, and numbered forty-five. The members belonged to encampments in Pennsylvania, and most of them lived

near or in Pittsburgh. Their trip to Europe was regarded by their brethren as a great event, and 150 escorted the party to New York, whence it sailed for Liverpool in the *Oceanic,* a steamer of the White Star Line, which was then considered a marvel of naval architecture. The party landed at Queenstown on the 12th of June, 1871. Mr. J. M. Cook was in waiting to conduct it through Ireland and Scotland, where his father took it in charge and accompanied it to London. Conductors guided the party through the Continent as far south as Naples, including Oberammergau, where the Passion Play was held which had been fixed for the preceding year, but had been postponed on account of the war. Finally, Mr. J. M. Cook conducted the party to Queenstown and he saw its members re-embark on the *Oceanic* bound for America.

The Knights Templar enjoyed their trip and were gratified with the completeness of the arrangements which Messrs. Thomas Cook and Son had made for their comfort and entertainment. They were welcomed by their brother Masons wherever they went, as they naturally expected to be, and notices of themselves and their doings appeared in the public press. The notices were most frequent and detailed in American newspapers, which give a prominence to the movements of Freemasons that the conductors of the principal European journals do not think fit to accord. While these Knights Templar were the subjects of many articles, the like publicity was given to Messrs. Thomas

Cook and Son, and the firm thus received an amount of advertisement which bore fruit.

Sir Knight Jenkins, the leader of the party, was quite as much impressed with Messrs. Thomas Cook and Son's business as with anything else which he saw in Europe. He offered to join them, and, his offer having been accepted, the firm of Cook, Son, and Jenkins was established in New York, with branch offices in Boston, Philadelphia, and Washington. Afterwards a separate office was opened in London at Ludgate Circus for the transaction of American business. A special visit was paid to America by Mr. J. M. Cook with a view to make his new partner acquainted with the railway managers in different parts of the country, and to initiate him into the mysteries of the business. At the end of six years this partnership was dissolved. Since then Messrs. Thomas Cook and Son have conducted their American business themselves at their Head Office in Broadway, New York City.

Travelling in France after the Franco-German War was more unpleasant than before, owing to the reimposition of passports and the amount of police supervision. The railway companies were most anxious to attract passengers, while the French Government rendered travelling a burden. In the interest of France as well as in that of his customers, Mr. Thomas Cook made an appeal to M. Jules Ferry, the French Minister who was responsible for what had been done. He represented that the vexations caused by passports had

lessened tourist traffic and occasioned a financial loss to the French railways. This consideration had its weight; but another was still more effective. He assured the Minister that French losses were German gains, and that much travel which would naturally pass through France had been diverted to Germany. As a result of Mr. Thomas Cook's representations, the obnoxious regulations were first modified and then rescinded.

More than one consequence of the Franco-German War has been mentioned; another may now be stated, and is one which illustrates the universality of the Messrs. Cook's resources. No sooner had one outlet for tourists been closed than another was opened or improved by the firm. When the difficulties of tourists travelling on the Continent in 1871 were considerable, the Messrs. Cook then exerted themselves to promote tourist and excursion traffic throughout Great Britain. They were the better able to do so, as they had been appointed Agents for the Great Western Railway Company for the development of excursions and tours throughout the west and south-west of England. In the following year the Midland Railway Company gave them a like appointment with relation to all traffic of the excursion and tourist kind in and out of Birmingham, an appointment which obliged them to open a branch office in Birmingham. After that office had been open for a year, and Messrs. Cook had been at work during twelve months, they were able to report

that the receipts for cheap excursions in and out of Birmingham had nearly doubled since they became the company's agents.

Indeed, whenever the firm took a personal interest in a railway or an exhibition, the receipts of either soon increased. This was exemplified when the first of the series of Exhibitions was opened at South Kensington, when the Messrs. Cook were enabled by their arrangements with the Midland Railway Company to arrange for many thousands visiting it at very low fares.

The success which had attended their efforts to increase passenger traffic led the shareholders in railway companies to turn to them for help when it was needed. A striking illustration of this occurred at a meeting in Dublin of the Great Southern and Western Railway of Ireland. The directors were then taken to task for having refused propositions made by Messrs. Thomas Cook and Son relating to the development of American and English tourist traffic in Ireland. The feeling of the meeting was clearly in favour of the Board negotiating with the firm. Soon after the meeting, Mr. J. M. Cook was invited to attend a conference of the managers of the Irish railways at the Clearing House in Dublin. Up till 1855 the tickets of Mr. Thomas Cook had been accepted by Irish railways, but the jealousy of an English railway competing with the Midland led to a breach of connexion between him and these railways, one which was happily repaired in 1872, when the tickets issued

by his firm were made available thenceforth over every Irish railway.

Several matters of note which occurred between the years 1871 to 1873 will be noticed in a future chapter, the year 1872 deserving one to itself. Before beginning it, however, it may be chronicled that a legal change took place in the business at the end of 1871. From the year 1864 Mr. J. M. Cook had been an acting partner in the ordinary sense of the phrase, and the change of the style of the firm did not really affect his position. Now he was openly announced as a partner, and the title of the firm was altered to Thomas Cook and Son. Though this title has been used before in this work, it is from the year 1871 only that it can be used with literal accuracy.

At this time the offices of the firm consisted of the Head Office at 98, Fleet Street, a branch office at the St. Pancras Station of the Midland Railway Company, and branches at Manchester, Leicester, Brussels, and Cologne. There were about a dozen agencies at home and abroad chiefly for the exchange of vouchers for tickets. In May, 1872, an important addition was made to the offices, as in that year a branch was opened at Geneva, being the first office established on the Continent exclusively for the business of international tours.

CHAPTER XII.

GIRDLING THE GLOBE.

Mr. Thomas Cook considered the culmination of his labours to be the institution of an annual tour round the globe. When he first planned an excursion train to enable his friends and others to attend a temperance meeting, he had no expectation of the extent to which the original idea would be carried by himself, or of the purposes which it might be made to subserve. It was not long, however, before he felt that he had a mission in the world which he pursued with constancy in the face of many discouragements, and of an opposition which happily proved futile. He believed that the more his fellow men saw of each other the better they would become, that the more the world was known by the dwellers in it, the truer would be their knowledge, and that intercourse by travel was one form, and not the least effective, of true missionary enterprise.

He started in the business which he had made his own without any capital more tangible than his brains, and without any other support than that which might accrue from the exercise of his faculties. Though his work was philanthropic in the best sense of the term,

it could not be carried on unless a profit were to be made. As a labourer he was as deserving of reward as any other. When his business increased the pecuniary reward did not tarry. A physician who gives up his talents and time to the relief of human suffering is not expected to do so without a fee; a banker may be a very good man, yet he does not keep his customers' money without reaping a profit. When Mr. Thomas Cook was reproached with making a commercial speculation of his business, he was able to retort that no business could be conducted except upon business principles.

What gave him as much gratification as his enrichment was the realisation in succession of many sanguine hopes. He began by enabling his fellow-countrymen to see more of each other, by conducting the dwellers in the Midlands to the Isle of Man and the Highlands of Scotland, by enabling the dweller at the Land's End to see with his own eyes what stands for the house of John o' Groats at the extremity of Scotland. Then he carried parties of his countrymen to France, and such parties of Englishmen had never before trodden French soil on a peaceful errand. Next he opened to them the beauties of the Rhine and of Switzerland, the historic scenes in Italy, the marvels of Tyrol and the Danube, and, after having made the European continent a play-ground for tourists in summer, he conducted parties in winter to the region of old Nile and to the sacred lands of the Bible. All these things were

events as important in the intercourse between nations as the battles and sieges which historians have delighted to record. None of them, however, was more noteworthy than the crowning achievement of his career as a pioneer of tourist travel. Mr. Thomas Cook made the entire globe the theatre of his enterprise.

He started in 1872 with nine companions to make what he considered an exploratory tour round the world. The members of the small party represented England, Scotland, Russia, America, and Greece. The start was made from Liverpool to New York, in the White Star steamer *Oceanic,* the time being the autumn, the weather being bad, and the passage occupying thirteen days. Five days were spent in New York, a halt was made at Niagara, three days were devoted to Chicago, then rising from the ruins of the great fire twelve months before a still finer city than it had been. A visit was paid to Salt Lake City, into which there had been an influx of non-Mormons, owing to the silver mines that were supposed to be sources of wealth, but which have absorbed more dollars than they have yielded. Then San Francisco was reached, and 6,300 miles out of the 25,000 to be traversed had been passed over. Twenty-four days were spent in the voyage from San Francisco to Yokohama, in the course of which the 180° of longitude was reached, and London was under the feet of the travellers. Recording his impressions in letters to *The Times,* Mr. Thomas Cook wrote: "This going round the world is a very easy and almost imper-

ceptible business; there is no difficulty about it, and but for the discrepancies of watches, the daily log of Captain Warsaw, and the salubrity of the climate in November, we should not realise our approach to the meridian line, or suppose it possible that the next land we see will be that of the rising sun."

It is superfluous to describe this interesting trip in detail, or do more than note any special points in connexion with it. Those who desire to learn more will find what they seek in Mr. Thomas Cook's *Letters from the Sea and from Foreign Lands—descriptive of a Tour Round the Globe.* Suffice it, then, to add that, in addition to what has been noted, this pioneer of travel round the world voyaged over the inland sea of Japan to Shanghai, passed from Shanghai to Hong Kong, thence to Singapore and through the Straits of Malacca, and by the Bay of Bengal to Ceylon, and from Point de Galle to Madras and Calcutta. Having landed in India, the party journeyed over 2,500 miles there, proceeding as far as Delhi, calling at Agra, Cawnpore, Lucknow, Benares, and Allahabad on the way to Bombay. From Bombay the party voyaged to Aden and Suez, travelling through Egypt and Palestine, visiting on the homeward journey Constantinople, Athens, Corfu, Trieste, Northern Italy, and France, till England was reached again, after an absence of 222 days, during which the globe had been girdled.

Since Mr. Thomas Cook made the preliminary and exploratory tour round the world, the means for doing

so have been brought by his firm within the reach of all who can pay the price, while the tour can be made with such ease, owing to the arrangements made by him, that it has become commonplace. Yet the credit due to him is the greater on that account. It was not considered he had undertaken a light task when he started, and the editor of *The Times* regarded it as a matter of such public interest as to publish the descriptive letters which Mr. Thomas Cook penned by the way. He made his countrymen understand what the world was like as a whole, how greatly human beings resembled each other on its surface, and, if he dispelled many illusions, he replaced them with as many facts. Others have written their impressions since he committed his to paper, without adding much valuable material to the stock of human knowledge. For those who have eyes to see and the faculty of giving freshness to their story, something can be written about any part of the earth's surface which will suggest fresh ideas in the reader's mind and charm him. The charm found in Mr. Thomas Cook's narrative is its novelty as a whole, and the enthusiasm which he felt when he committed his ideas to paper rendered his narrative the more vivid and attractive.

While anxious to write a book which it would be a pleasure to read, he was also desirous of supplying information which would help those who might tread in his steps. The conclusion at which he arrived was that he had ascertained the best way round the globe, had

familiarised himself with what was to be met with on the way, had satisfied himself as to the most convenient means of travel, and the fitting places at which to break the journey. He had learned, moreover, the times and seasons at which to undertake the tour, and he had settled the means and terms upon which it could be made.

It was the conviction of Mr. Thomas Cook that any tour, rightly planned and conducted, would serve to educate those who took part in it. His hope was that a journey round the globe would prove an educational agency on a large scale. He did not expect, however, that many persons had the leisure or the funds to avail themselves of it, and he was always ready to give effect to his ideas on a small scale when he could not do so on a large one. To him it was gratifying, after returning from his world-wide journey, to arrange for a party from America to be conducted through Europe, the members of the party being school teachers and their friends, and the number being 150. He thought that if these teachers spent their holidays in this fashion they would be greatly benefited in every respect on returning to their duties. The first party returned home over-flowing with praise for the attention which they had received. Other parties of a like kind paid visits to Europe, but the numbers fell off in after years, and the work, which had an auspicious beginning, did not realise all the expectations that Mr. Thomas Cook had formed.

Yet the failure was temporary only. The system which he originated has had a development which he might not have foreseen. At present it is common in the United States to constitute every year what may be styled "travel clubs," these being formed by a lady or gentleman who brings together a certain number of persons on specified conditions, the club when complete enjoying a trip to England and back, or a tour through Europe, under the auspices of Messrs. Thomas Cook and Son.

CHAPTER XIII.

CONTINUED PROGRESS.

So long as father and son were engaged in the development of tourist and excursion traffic, the father might be fulfilling his part at one part of the world, while the latter was labouring as energetically elsewhere. This is specially true of the years 1872 and 1873, when Mr. Thomas Cook was planning to render the globe tributary to his system, while Mr. J. M. Cook was providing for the claims and wants of dwellers on the European continent. During the absence of his father on the remarkable tour which forms the subject of the last chapter, Mr. J. M. Cook was called upon to make arrangements for the International Exhibition which was to be held in Vienna during 1873. In obedience to the requests made to him by Baron Sir Anthony Rothschild, who was then English Consul-General for Austria, Mr. J. M. Cook paid several visits to the capital of that country.

Mr. J. M. Cook was specially invited to furnish a report to the Government of Austria upon what was required for the transportation of large numbers of visitors to the Exhibition, and for their being housed

while in Vienna. After careful investigation he arrived at a conclusion, and drew up a report which was submitted to the Austrian Government. Many of his suggestions were acted upon, but no heed was paid to several of them. He was surprised, but his surprise did not last long. In common with others he read the prospectus of an Austrian Joint Stock Company, in which his views were set forth. The president of the company was a relative of an Austrian Minister of State. Mr. J. M. Cook protested against this attempt to appropriate the result of his labour, and as a sop to him it was proposed that he should become a director of the company. He scouted the proposal, not having laboured with any such object. At the same time he expressed his conviction that the company would be a failure.

Despite his protest and prophecy, the company was constituted, and it expended large sums in advertising. Moreover, it took offices, and made all the arrangements which were deemed necessary for beginning operations and fulfilling the promises of the prospectus. Its career was short. A few days after the Exhibition was opened this company collapsed.

During the company's brief existence it was a competitor with the Messrs. Cook in arranging for tours to Vienna. Meantime, Mr. J. M. Cook was not idle, being in almost constant motion between England, Germany, and Austria for the purpose of establishing a system of tourist tickets to and from Vienna, and also for an issue

of tickets at reduced rates to exhibitors. In April, 1873, the obstacles which had baffled him rapidly disappeared. A meeting was held, composed of eighty representatives of the railways carrying passengers and goods to Vienna, and those present at it assented to Mr. J. M. Cook's proposals. The decision of the meeting was shown to be wise after the months had elapsed during which the Exhibition was open. Then it appeared that the bulk of the passenger traffic had been conducted under the arrangements made by Messrs. Cook and Son. Moreover, the exhibitors had been benefited by the terms made on their behalf, and this testimony in the Messrs. Cook's favour was set forth in the Blue Book of the Royal Commissioners. The striking result is there recorded that their position as passenger agents had enabled them to arrange for exhibitors and their representatives being conveyed from England to Vienna and back for the moderate sum of £4 1s. 9d.

A cattle show was held in Vienna at the same time as the Exhibition, and very valuable animals were sent to it by the Queen and by members of the Royal Agricultural Society. Messrs. Thomas Cook and Son were asked to undertake the transport of these four-footed excursionists, and they undertook the novel duty. It was as important that the cattle should arrive in good condition as that they should be carried safely, and this result was attained, the cattle not suffering any loss of flesh during the journey, and arriving in time to

enjoy a rest before being exhibited. This, too, was a personally conducted trip, one of the firm's agents accompanying the steamers and trains in which the animals were transported.

Before passing on to note other incidents which marked 1873, it may be stated that, in the previous year, the first attempt was made by the firm to bring Spain within the boundaries of tourist land. In 1872 the first party under the charge of one of the Messrs. Cook's conductors made a trip through the Iberian Peninsula, and the foundation was then laid by negotiation with the Spanish railway managers for a regular system of tickets to be issued for that country. In this year, also, Mr. J. M. Cook was busily engaged with the plans for a new office in Ludgate Circus. The large pile erected there was ready for occupation at Easter, 1873, and it has served since then as the Head Office of the firm.

To the many offices which the firm had in different parts of the world another was added at Cairo in 1873. This office was built on a part of the gardens attached to Shepheard's Hotel, and it soon proved too small for its purpose. After being enlarged several times it was pulled down, and the more commodious offices now standing on the same site were built. Tourist traffic in Egypt had increased to a vast extent since the winter of 1870, when Mr. J. M. Cook took his first party up the Nile in a Government steamer. Having been appointed agents for the Government of Egypt, his firm

instituted a regular service of steamers on the Nile in 1873. Before then there was no such service at stated times, though an Egyptian Company had undertaken to supply one.

At the close of the year 1873 many changes were made in the firm's relation to some railway companies at home. The contract with the Great Eastern Railway Company expired on the 31st of December. By the terms of that contract Messrs. Thomas Cook and Son were bound not to enter into arrangements with any Channel service in competition with that of the Great Eastern, but they now declined to be hampered by such a condition. Moreover, the chairman of the Chatham and Dover Railway had made overtures to them which they were disposed to entertain. In consequence of this the new contract between the firm and the Great Eastern Company left the firm free to act as it pleased.

Negotiations were now begun with the Chatham and Dover, the desire of the Messrs. Cook being to obtain the agency for the short sea route between Dover and Calais. The manager of the company at that time was unable to realise that they could be of assistance in developing passenger traffic over this route, holding that his company could do the work for themselves. The manager was asked by Mr. J. M. Cook to name a sum which he considered to be an adequate gain on a year's working under the proposed arrangement. The sum was named, and the arrangement was carried out.

In September of the same year the Messrs. Cook's accountant informed them that the amount payable to the Chatham and Dover Company of business done during the month of August exceeded the sum which the manager held to be an adequate return if spread over twelve months.

It is scarcely necessary to add that, when Mr. J. M. Cook placed the accounts, along with a cheque, before the manager, the manager's surprise was as great as his regret that he should have been so sceptical when the negotiations were in progress. The harmony between the firm and the company has not been interrupted since, nor is there any likelihood of a rupture between them so long as the receipts due to the firm's agency are often as great in a single week as the manager doubted they would be at the end of a whole year.

In consequence of the new contract with the Great Eastern Railway Company it was necessary to revise the arrangements entered into by the firm with the railways in Holland, Belgium, Germany, and Austria, over which passenger traffic from England to the Continent was carried by way of Harwich. A conference of foreign railway managers was held at Stuttgart in February, 1874, to decide as to the terms offered by the Great Eastern and the Messrs. Cook respectively. The chairman of the conference expressed his preference for those of the Messrs. Cook, and he did so on the ground that since Mr. J. M. Cook had acted as

agent for the passenger traffic of the Great Eastern, 90 per cent. of the tickets used by passengers over the Harwich route had been issued by his firm.

Mr. J. M. Cook, who was present at this conference, had little difficulty in persuading the railway managers present to adopt the principle of his proposals, but he found that some of the details were objected to. A difficulty remained, after agreement had been reached on other points, and this appeared to these managers to be insurmountable. It was stated that several railway companies in Germany and Belgium were forbidden to give credit to a private person for the conveyance of passengers. Mr. Cook met this by offering to make payments in advance wherever necessary, and he explained to the conference the plan on which he proposed to circulate tickets. His explanation was accepted as perfectly satisfactory, and his proposals were agreed to. The arrangement then arrived at is in operation still.

The new system introduced in 1874 enabled the Messrs. Cook to combine their tickets over Continental railways with tickets or coupons for every route between London and the Continent, and thus they are now in a position to announce that their international tickets are available for one passenger or several at any time and by any route.

CHAPTER XIV.

LITERARY MUD-THROWING.

THE narrative of Mr. Thomas Cook's career, and the rise of his firm, up to the present stage has been a record of uninterrupted success. The firm has lived for a generation and its growth has been continuous. There is no pause in the development of the business in the year 1874, the date which the story has now reached; but the story itself may be interrupted for the insertion of a chapter in which one form of the opposition will be set forth with which he and his son had formerly to contend. They were annoyed but unharmed by it; on the contrary, those who tried to do them an injury gave them a good advertisement; still, the endeavour to inflict pain was apparent, and it was not for lack of malice and uncharitableness that some writers of books or in public journals failed in their endeavour.

It was shown in an earlier chapter how correctly an article in *All the Year Round,* written by Mr. Edmund Yates at the request of Charles Dickens, set forth Mr. Thomas Cook's views, stated the results of his experience, and supplied an answer to the objections

which had been raised with regard to the business of travel that had become the occupation of his life.

Charles Lever, writing in *Blackwood's Magazine* under the name of Cornelius O'Dowd, did his utmost to discredit Mr. Thomas Cook and his tours. Lever was Vice-Consul at Spezia when he first wrote on the subject; he was afterwards promoted to be Consul at Trieste. His first paper, which was published in February, 1865, and headed "Continental Excursionists," set forth what he considered to be a new and growing evil, consisting in Mr. Thomas Cook having "devised the project of conducting some forty or fifty persons, irrespective of age or sex, from London to Naples and back for a fixed sum." This wicked scheme had been carried into effect with a success for which Lever was unprepared. He had seen with his own eyes "the cities of Italy deluged with droves of these creatures, for they never separate, and you see them forty in number pouring along a street with their director—now in front, now at the rear, circling round them like a sheep-dog—and really the process is as like herding as may be. I have already met three flocks, and anything so uncouth I never saw before, the men, mostly elderly, dreary, sad-looking; the women, somewhat younger, travel-tossed and crumpled, but intensely lively, wide-awake, and facetious." Writing such as this might have been passed over without any other remark than that Lever had a poor opinion of his fellow countrymen and countrywomen, and thought it rare fun to disparage

them. It was no joke, however, when he proceeded to tell his Italian friends that these tourists were convicts whom the Australian colonies had refused to receive, and that they were sent to Italy by the English Government under arrangement with Mr. Thomas Cook, who was to drop a few in each city, where they were to be let loose and suffered to go whither they pleased in Italy. The Italians have little appreciation of humour of this class, yet were it otherwise, those to whom he spoke could scarcely suppose that Lever was jesting, if such had been his aim; indeed, he professed to be in earnest, and those to whom he communicated the stupid fiction accepted it as a fact which was as characteristic of, as it was discreditable to, England.

Lever himself was pleased with what he had written, and he seemed so well satisfied with likening tourists to convicts that he recurred to the subject in *Blackwood* for October, 1869. There, under the heading of "A Light Business Requiring no Capital," he wrote that one of the "Growths of our present day civilisation" was "the Continental bear-leader, who conducts tribes of unlettered British over the cities of Europe, and amuses the foreigner with more of our national oddities than he would see in a residence of ten years amongst us." Such passages as the foregoing appear stupid as well as stale when read after the lapse of years. Their malevolence has long ceased to wound. What is noteworthy is the gross ignorance of Lever, or his assumption that his readers were utterly ignorant also.

In Italy, as in some other countries, the travelling English acquired a reputation for eccentricity many years before Mr. Thomas Cook was born, and those who contributed to establish this opinion were young Englishmen of rank or fortune. No tourist who ever accompanied Mr. Thomas Cook was guilty of such an outrage as that performed by Sir Francis Dashwood at Rome in the church of the Caravita during the Lenten flagellation services. He was the associate of Horace Walpole, Gray, and other Englishmen who then made tours through Italy; in later life he was Chancellor of the Exchequer, and he died as Lord Despencer. He entered this church, while the members of the congregation were engaged in self-flagellation by way of penance, carrying a horsewhip, which he laid right and left upon the bared bodies of the worshippers. He had to fly the city for this escapade, which was quite as serious as some of Lever's jokes.

It way be, as Lever wrote, that the tourists under Mr. Thomas Cook's care were "unlettered," if by that word he meant that they could not speak any language but their own. Though a misfortune, this is not a crime, yet none of them ever committed the breaches of good manners, such as were frequently perpetrated by their countrymen in earlier days, which cause many impressionable Italians to regard travelling Englishmen as wealthy lunatics.

On a memorable occasion in the House of Lords the Earl of Sandwich earned the retort that he was

"Satan reproving Sin." When Lever vilified Cook's tourists he was in the same position. Several years previously, after he had beggared himself with gaming at Baden-Baden, he was staying at Carlsruhe, where he was remarkable for his eccentricities, and where, it is recorded by his biographer, he was accustomed to ride at full speed through the streets, "with his children, and sometimes even Mrs. Lever, attired in very conspicuous habiliments, with long flowing curly locks of auburn, so that the people at first took him for a circus proprietor. Then, too, he infringed etiquette with regard to the Court and its great officials." He acted in like manner in Florence, and there the natives supposed that he must be Franconi from Paris. In his own person he "amused foreigners" with more "national oddities" than "the tribes of unlettered British" whom he denounced.

The terms which Lever used were so exaggerated that the more intelligent readers of his writings might question whether he were in earnest. He took credit for imposing upon his Italian friends; he might have intended to impose upon his English readers. Such expressions as the following carried their antidote with them: "These Devil's-dust tourists have spread over Europe, injuring our credit and damaging our character. Their gross ignorance is the very smallest of their sins. . . Foreigners may say, 'We desire to be able to pray in our churches, to hear in our theatres, to dine in our restaurants, but your people will not permit it.

They come over, not in twos and threes, but in scores and hundreds, to stare and laugh at us. They deride our church ceremonies, they ridicule our cookery, they criticise our dress, they barbarise our language. How long are we to be patient under these endurances? Take my word for it, if these excursionists go on, nothing short of another war, and another Wellington, will ever place us where we once were in the opinion of Europe?"

Though this writing appears ludicrously absurd now, it was taken seriously when it originally appeared, and Mr. Thomas Cook thought it his duty to publish a reply, which was as pungent as it was effective, as the following short extract will show: "Let me ask why Mr. Lever's susceptibilities should be outraged, and his refinement trampled on, because thirty or forty Englishmen and Englishwomen find it convenient to travel in the same train, to coalesce for mutual benefit, and to sojourn for a like time in the same cities? Reference to a modern compilation shows me that this hypercritical gentleman started upon his career as a student of medicine in Dublin, that he subsequently took a German degree, and that after practising for a short time he forsook his profession for novel-writing as being at once more profitable and less laborious. Apart, then, from his talent for producing fiction—of which I would speak with all possible respect—Mr. Lever is an Irish gentleman of the precise class to which the English clergymen, physicians, bankers, civil engineers, and

merchants, who honoured me by accepting my escort to Italy last year, indisputably belong. By what right, then, does he constitute himself their censor? By what right does he assume them incapable of properly enjoying and intelligently appreciating the wonders of nature, and the treasures of art, brought before them by travel? Drawn from the same sphere of society as himself, educated in a like way, and possessing doubtless many tastes and sympathies in common with him, the only social advantage he can claim is the doubtful one of having lived nearly all his life abroad. It is surely a moot point whether the surroundings and moral tone of the curious little colonies of English people scattered up and down the Continent are so vastly superior to those enforced by public opinion at home, as to entitle the self-expatriated Briton to look down upon us with contempt."

Believing that anyone writing as Lever had done would be indisposed, in his official capacity as Consul, to pay heed to the complaints of tourists or to render help to Mr. Thomas Cook if he required it, the latter addressed the Earl of Clarendon, then Foreign Secretary, on the subject. He affirmed in a letter to him that he had suffered for a time when Lever's calumnies first appeared in *Blackwood,* and were circulated in the Press; but that the London Press had recently taken his side. It was the resumption of the attack in *Blackwood* which impelled him to ask Lord Clarendon to consider whether, while Consul, it was fitting on Lever's

part to take up a position of antagonism to his countrymen in foreign lands.

The publicity gained by this appeal served Mr. Thomas Cook's purpose. With every desire to gratify him, Lord Clarendon could do little more than express his sympathy. What Lever wrote appeared under the name of "Cornelius O'Dowd." If he had given any thing approaching an official colour to his attacks, then it would have been possible to take him to task. The victim was Lever; the gainer was Mr. Thomas Cook. The ungentlemanly conduct of the former predisposed many in favour of the latter, and tours through Italy and other countries continued to be more popular than before Lever execrated them; nor has England lost her place among the nations, as Lever foretold she must do, owing to these tours continuing and Mr. Thomas Cook's business flourishing.

Another case of the same kind may be briefly mentioned before passing from a topic which is as dead as Cornelius O'Dowd. Happily the following is the last of the attacks upon Messrs. Thomas Cook and Son which deserves notice; that firm, like all successful firms, has imitators, and imitators are not complimentary to those who have preceded them and whom they are unable to surpass, but statements due to business competition may be left alone. It is those only who call in question the system of which Messrs. Cook are the originators, and who asperse them in the conduct of

their perfectly legitimate business, whose charges or comments deserve to be refuted or criticised.

In 1875 Mr. J. T. Wood, who had made many notable discoveries at Ephesus, delivered a lecture on his labours at the Cooper Institute in New York. He said in the course of it: "The stream of visitors to Ephesus increased very much during the time the explorations were carried on. Amongst others, Mr. Cook, the great organiser of excursions in every part of the world, came to see me every year. I don't know what you call Mr. Cook's followers here on this side of the Atlantic, but in England we call them Cookites."

Without intending a compliment, Mr. Wood paid one to Mr. Cook, for the nickname which he affixed to these tourists was really a compliment to him. Just as the admirers of William Pitt called themselves Pittites; of Charles James Fox, Foxites; and of Sir Robert Peel, Peelites, so were those who travelled with him called "Cookites." He went on to say that the "Cookites are generally very ancient maids, and still more antique bachelors." Even if the tourist parties were generally composed of old maids and old bachelors, no one could have any ground for complaint. There is no law or custom forbidding maids and bachelors of mature years making a tour in any part of the world; yet Mr. Wood's statement was simply untrue, as the unmarried element did not preponderate in the tourist parties which visited Ephesus under Mr. Thomas Cook's guidance. Mr. Wood found fault with

them also for "wandering in the lanes, picking up flowers which they could have picked anywhere." Again his comment was irrational, as those who visit Ephesus may botanise in public places without being guilty of a crime, while the desire to carry away wild flowers from a historic spot is natural, if not commendable. Mr. Wood's objections to Messrs. Cook and their tourists proved more disgraceful and damaging to him than to them.

CHAPTER XV.

ACCELERATED PROGRESS.

RESUMING this narrative at the close of 1874, the events of the following years will now be noticed in their order. The business of the firm throve in an accelerated ratio as time passed on. Much that would have appeared wonderful if it had occurred at an earlier stage in the development of their system now appears to be a matter of course.

Every enterprise of a novel kind passes through three phases. At its inception, those who do not share the sanguine views of its originator pronounce it impossible. After a beginning has been made, and several steps have been taken in advance, the candid critic will pronounce the whole to be preposterous. When entire success has been achieved, and the affair works like clockwork, then the first objectors and the determined opponents will sneer at the whole as very easy and commonplace. The more perfectly a machine works, and the more smoothly a great business is conducted, the greater is the difficulty in realising that the result is due to repeated victories over obstacles,

and to the display of heroism in the face of discouragement.

As the firm's business grew, the number of the offices in which to conduct it had to be increased. One of the most important of them was opened at Liverpool in 1874, upon the Midland Railway Company obtaining a direct line to it. Other offices were opened about the same time in Dublin, Edinburgh, and Rome.

In this year Mr. J. M. Cook had laboured so hard in his vocation that his health was impaired, and he had to seek relief in rest and change. He chose the Black Forest as a place through which to make an excursion, proceeding from Freiburg on the one side to Schaffhausen on the other. Though holiday-making himself, he could not help thinking about providing fresh ground for other holiday-makers, his ruling passion being that of his father's—a desire to make any place of beauty accessible to tourists. He was struck with the lack of strangers in the Black Forest. During his trip there he met one Englishman only. On returning to business, he arranged for the extension of tourist tickets to the points of interest in the Black Forest, the result being that on one night during the following season upwards of 100 holders of Messrs. Cook's tickets slept at St. Blasien.

While a place which is comparatively so near at hand as the Black Forest was now added to the tourists' pleasure ground, others far distant from Eng-

land were rendered more accessible in this year, Messrs. Cook having made fresh arrangements for tours through Sicily and Algeria.

An innovation in the English railway system was made in 1874 by the Midland Company, which then abolished second-class carriages, and charged a trifle more for tickets by the first-class than had been charged previously for those by the second. Competing companies expressed strong disapproval of the change, and it was regarded with suspicion and distaste by some of the travelling public. However, the result justified the change made by the directors, the receipts improving as a consequence of it. Other companies have done likewise since then.

About two years later another step was taken by the Midland which proved advantageous to the Messrs. Cook. On the 1st of May, 1876, the directors of that company opened a new direct route from London to Scotland by way of Settle. This enabled the Messrs. Cook to reintroduce their tourist and excursion system into Scotland, and to combine tours through the English Lake District with those through the Scottish Highlands and to the Western Islands. In consequence of this they had to establish their own offices in Leeds, Bradford, Leicester and Glasgow. The work which ensued in 1876, owing to the resumption of tours and excursions through Scotland, was undertaken by Mr. J. M. Cook, his father being then engaged at the Centennial Exhibition at Philadelphia.

The British Commission appointed Messrs. Cook their passenger agents for the British exhibitors at Philadelphia, and the firm itself was conspicuous among them. Mr. Thomas Cook, who had devoted much labour the year before in making arrangements for the Exhibition, remained in Philadelphia during nearly the whole time that it was open.

While the senior member of the firm was occupied in America, the junior was busy in England devising fresh plans consequent upon the new route to the Continent by way of Sheerness (now Queenborough) being opened in 1875. During the time that Mr. J. M. Cook was connected with the Great Eastern Railway Company as passenger agent, he had repeatedly urged the directors of that company to run steamers to Flushing, but he failed in convincing them of the importance of that place as a Continental station.

Foreseeing that the Flushing route was destined to be a popular one, he entered into negotiations with the Dutch Company which had control of the steamboat service, and his firm was appointed passenger agents to it. Thus the Messrs. Cook were able to issue tickets, as soon as the new route was opened, between Great Britain, Holland, Germany, and Austria. As Mr. J. M. Cook had anticipated, this route soon became popular.

Till 1875 they had paid but little attention to Scandinavia; in that year, however, they expended much money in sending representatives to arrange for

the introduction of their tourist system. The arrangements were found to be very imperfect under which steamers went to the North Cape, and the first party which proceeded thither under the Messrs. Cook's auspices had to be carried in a steamer which was chartered for the purpose. But new vessels were afterwards built for tourist traffic, and tickets issued by the firm were available for all the lines of steamers, railway, carrioles, and carriages through Norway, with coupons permitting the holder to journey through Sweden, Denmark, and Russia. At present they provide their own carrioles and landaus for tourists who visit Norway with their tickets.

In the far East, as well as in the far North, the firm had accomplished much in 1875. Mr. J. M. Cook then completed arrangements with the Egyptian Government, under which a passenger steamer was passed over the First Cataract of the Nile when in flood, this being done in order to begin a regular steamboat service between the First and the Second Cataract.

In the following year that Government resolved upon running mail steamers between Assiout and Assouan, and Messrs. Thomas Cook and Son persuaded the Government to allow tourists, as well as natives, to be conveyed in these steamers. Then the firm was appointed sole agents for the postal service, and continued to act in that capacity in connexion with the Government steamers till they built its own, and

entered into a contract for the exclusive conveyance of the mails and the civil and military officials by its steamers.

A further step in advance was made in 1877, when a hotel was opened at Luxor, where the invalids and others desiring to enjoy the climate of Upper Egypt could do so without incurring the expense of a dahabeah. From the first this hotel was frequented by invalids who remained there during the season. Since then the demand for accommodation has been so great that the hotel had to be considerably enlarged. A second hotel has been built, and, even this proving insufficient, one of the Messrs. Cook's steamers had to lie off Luxor last season to accommodate those for whom there was no room in the hotels.

Though Egypt received much of their attention at this time, other countries were not neglected, and in 1877 Spain and Portugal were brought more directly within the sphere of their activity. In the autumn of that year Mr. J. M. Cook took charge of a party numbering forty, which made a tour in Spain. While there he attended a conference of the managers of the Spanish railway companies, which was held to consider his proposals for the development of passenger traffic in the Iberian Peninsula. The political and military disturbances in Spain had made that country for a time an undesirable resort for tourists. However, order being restored, and the hope that it would

be preserved appearing justified, the time seemed propitious for the encouragement of tourist traffic. This being recognised, the proposals of Messrs. Cook were ultimately accepted, with the result that the tourist can now journey through Spain with their tickets, and Spaniards can avail themselves of them also, an office being opened by the firm in Madrid.

Whenever a great Exhibition was now held those who were concerned in its management had come to regard the help of the Messrs. Cook as indispensable; hence it was almost a matter of course that they should be appointed passenger agents to the British Commission at the Paris Exhibition of 1878. On this occasion their resources were strained to the utmost, and the work which they executed was enormous. On this occasion, as at the Exhibition in 1867, Mr. Thomas Cook gave much time to providing accommodation to the thousands of working-men who visited Paris. Some figures will serve better than any words to convey an impression of the scale upon which the excursion business was conducted by his firm. The holders of its tickets made 75,000 journeys between London and Paris, and 20,000 persons were carried in carriages provided by it to see the sights in and around Paris, as many as 728 being conveyed from Paris to Versailles and back in a single day. When the accounts of the administrators of the Exhibition were published, it was seen that 12,600,000 persons paid for admission, while of these the holders

of tickets issued by Messrs. Thomas Cook and Son numbered 400,000, being one-thirtieth of the total admissions. They sold 20,000 of their own guide-books and 10,000 guide-books issued by others.

Despite the continuous efforts which were made to provide for the expansion of their business, it happened now and then that they were so fully occupied with the work in hand as to be unable to give heed to anything else for the time being. Hence there are few matters of note to be chronicled while the Great Exhibition of 1878 was open at Paris. Yet even in that year the firm responded to a call made upon it, and entered upon a new field of labour. The policy of Lord Beaconsfield had then led to the inclusion of the Island of Cyprus among the dependencies of the British Crown, and while the Government had to arrange for its government, there was a desire expressed for further information about the island itself, and Messrs. Thomas Cook and Son were applied to as being the persons best capable of obtaining trustworthy information.

With the object of satisfying the desire for authentic particulars about Cyprus, the Messrs. Cook deputed representatives in whom they had confidence to investigate and report, these gentlemen being accompanied by a medical man. They carefully executed their mission, travelling over the island and examining it in detail, and they drew up a report, which was presented to their employers and printed in pamphlet

form. This pamphlet attracted the attention of the public, and it received special notice from members of the House of Commons, who referred to the statements made in it during debates concerning Cyprus. It also served as a work of reference to persons in high official position who afterwards paid a visit to the island.

Yet neither the services rendered to the Paris Exhibition of 1878, nor the efforts made in that year to discover the actual condition and character of Cyprus, gave the Messrs. Cook so much gratification as did the position which the Midland Railway Company then attained. From the outset of their labours in the tourist field, the Midland Railway had been preferred by them, and the Company had given them loyal support in turn. Competing lines with the Midland looked askance at the Messrs. Cook, and would not enter into arrangements with them because they were closely associated by sympathy with the Midland. In this year, then, the Midland Railway Company improved their route between Birmingham and London, and thus fulfilled the indignant prophecy of a late manager of the London and North Western Railway Company made many years before. When conversing with Mr. Thomas Cook, he then said with reference to traffic from Scotland:—"Why, you will actually be trying next to carry passengers from Birmingham to London." If he had lived till 1878 he would have found that he had proved to be a true prophet, and

that as many as 5,346 excursionists had been carried from Birmingham to London by the Messrs. Cook over the Midland Railway on the 5th of August, 1878.

The account of what happened in this year, which had a special bearing on the business of the firm, may be fitly closed with an interesting episode. While crossing the Atlantic in December, 1878, Mr. J. M. Cook conceived the notion of a tour "on the track of the Israelites," the members of the party not to be older than twenty-one nor younger than sixteen, and the party to be accompanied by a gentleman who was versed in Biblical history, and capable of imparting his knowledge to those under his care. The party left England on the 19th of January, 1880. Everything went well, and all the members of it had reason to feel pleased with their experience. Not the least noteworthy circumstance in connexion with it is the fact that the conductor of the party was Mr. F. H. Cook, the eldest son of Mr. J. M. Cook, and the grandson of the founder of the firm.

CHAPTER XVI.

CHANGES IN THE FIRM.

In a previous chapter it was stated that Messrs. Cook had opened an office in New York and taken Mr. Jenkins into partnership. The English partners found the capital, and it was expected that the American would find an equivalent in the shape of increased business. The American office was conducted in a liberal and costly fashion, the rent alone amounting to £1,200. However, the partnership was a failure, and Mr. J. M. Cook had to apply to the American courts to terminate the arrangement, with the result that, on the 31st of December, 1878, the business in America, as in other parts of the world, remained exclusively in the hands of the English partners, Messrs. Thomas Cook and Son.

Yet, though the firm became entirely English, its founder then ceased to take an active share in its management. At the close of 1878 a new deed of partnership was drawn up, constituting Mr. John Mason Cook sole managing partner and the person alone responsible for the conduct of the business, an arrangement which still continues in force.

As the operations of the firm ramified in many directions, it became necessary to transact a banking and exchange business, and this grew so important a department that in 1879 it was made distinct from the general business. Since then it has continued to expand, and Messrs. Thomas Cook and Son now act not only as general bankers but as foreign bankers also, issuing their own drafts and circular notes, and remitting money by cable to the chief cities throughout the world.

The year 1880 was signalised by local exhibitions in Europe and an International Exhibition in Australia. As has been shown already, the Messrs. Cook are in their element wherever an Exhibition is held, being specially fitted for aiding those who take part in it either as exhibitors or spectators. These services were now rendered to the Fine Arts Exhibition at Turin; the Industrial Art Exhibition at Düsseldorf; the National Art and Industrial Exhibition of Belgium; the Piscatorial Exhibition at Berlin; and the Passion Play at Oberammergau.

The number of visitors to the Passion Play holding Cook's tickets was so large that the firm had to send one of their qualified conductors with a party every week. It may be noted in passing that the widely-circulated reports to the effect that speculators had made money out of the Passion Play itself have no application to Messrs. Thomas Cook and Son. They had received proposals from residents to join them in build-

ing hotels or erecting temporary accommodation for visitors, but these were declined without exception. They strictly confined themselves to arrange for the conveyance of visitors and for their entertainment and lodging in the village, the chief villagers supplying them with a statement of the vacant rooms, and one of the firm's representatives remaining on the spot in order to ensure that the new arrivals might take the places of those who had departed. Those visitors paid for their lodging and board and for their tickets of admission. The Messrs. Cook never took any money from the villagers or from the public for anything connected with the village of Oberammergau.

In addition to opening an office at Melbourne in connexion with the International Exhibition there, Mr. J. M. Cook made arrangements for the introduction of his firm's ticket system throughout Australia and New Zealand.

The Egyptian Government having been impressed with the manner in which the Messrs. Cook carried on their business, agreed in this year to grant them a concession under which the passenger steamers on the Nile were to pass under their exclusive control. By way of return for this privilege they undertook to expend large sums in rendering the steamers more comfortable, and to conduct the service at their own expense and risk. On the other hand, the Government gave them a monopoly of passenger traffic on the Nile during the term of the concession.

The system of travel which they originated, and which is associated with their name, had been extended over Europe, Australia, America, Egypt, and Palestine; and India remained as a fresh field wherein to plant and develop it. In 1880 Mr. J. M. Cook proceeded thither to survey the ground. His father and himself were of opinion that, while it would be well to arrange for the visits of Englishmen to India, it would be even more serviceable if the wealthy natives of India could be induced to visit Europe. Mr. Gladstone was then Prime Minister; they informed him of their projects and requested his assistance. This was the first time during the forty years the business of the Messrs. Cook was in operation that they had asked any favour from the Government of their country. They considered, however, that as their present purpose was of national importance, they might now request official countenance and support.

Mr. Gladstone's reply to their request was most cordial; indeed, he was personally predisposed in their favour, and he expressed his willingness to introduce the subject to the India Office with the statement that, "in his opinion, your proposals well deserve the most favourable consideration that circumstances will permit, on account of the real public value which attaches to your successful efforts for promoting inter-communication between countries."

An interview with the late Sir Louis Mallet, the Under-Secretary of State for India, was very satisfactory.

Moreover, the following communication was sent to Mr. Cook from the India Office, over which the Marquess of Hartington then presided: "The Secretary of State for India is disposed to regard with favour any plan which would embrace arrangements on reasonable terms between yourself and the Indian Government, or the Indian guaranteed companies, to facilitate railway travelling in India and add to the convenience and comfort of passengers." A letter expressing these views was addressed by the Under-Secretary to the Indian Government and the Indian railway administrations.

The Marquess of Salisbury, who had been Secretary of State for India, was also approached on the subject, and his desire in this matter accorded with that of his political opponents. In the course of a conversation he used these words: "Mr. Cook, I do not hesitate to say that the Government ought to render you every possible assistance to enable you to carry out your ideas, as it is impossible to calculate what benefit you will ultimately be to the nation. If you can only induce a number of wealthy Englishmen to visit India, and see for themselves the value of that country to England, and also induce even a small number of the wealthy Indians to visit England, and enable them to realise who and what the people are at home who govern them in India, you will certainly be of great service from a social and international point of view, and, it may be, politically."

Owing to the introductions and recommendations which he carried with him, Mr. J. M. Cook was able to

arrange for international travelling tickets over the whole of the Indian railways. He considered himself justified in making the outlay attendant upon establishing offices in Bombay and Calcutta, and in appointing the representatives required for carrying out his system of travel throughout India. The result fulfilled his anticipations, and there has been a large increase in the numbers of English and Americans making tours through India, while many Indian chiefs and notable natives have availed themselves of the opportunities afforded by his firm to travel round the world, in addition to visiting England.

The course of the business in 1881 was in the beaten track, few incidents occurring which deserve record. Several minor Exhibitions were held on the Continent which gave the Messrs. Cook the occupation to which they were accustomed; these were the National Exhibition at Milan, the Exhibition of Art, Industry, and Horticulture at Stuttgart, the Exhibition of Hunting and Sporting Appliances at Cleves, and a Geographical Congress at Venice.

In 1882, however, the firm had occasion to revise its arrangements, consequent upon the opening of the St. Gothard tunnel. Much of the traffic which had passed through the Mont Cenis tunnel was diverted to the new route, which supplied an alternative one to the Mont Cenis for passengers from England to the East, while the traffic between Germany and Italy increased

with a rapidity of which the promoters of the tunnel had never dreamt.

In April, 1882, Mr. J. M. Cook, being in Jerusalem, was called upon by Mr. Noel Temple Moore, Her Britannic Majesty's Consul, who was authorised by His Royal Highness the Prince of Wales to place the travelling arrangements of their Royal Highnesses Prince Albert Victor and Prince George in the hands of the firm, and Mr. F. H. Cook conducted the Royal party through Palestine, the firm afterwards receiving the following testimonial:—

"Marlborough House, Pall Mall,
"September 20th, 1882.

"DEAR SIRS,—All the arrangements made for the convenience of the two Princes and their companions during their forty days' stay in the Holy Land gave their Royal Highnesses and every member of the party the utmost satisfaction. Mr. F. H. Cook, whose company we enjoyed the greater part of the time, and your agent or representative at Jerusalem, were both most indefatigable in doing everything they possibly could to conduce to the success of the expedition. We went over nearly six hundred miles, and some of the day's marches were longer than so large a party usually accomplishes. But what was designed was always carried out, spite of weather and other drawbacks, and we owe you every thanks for the energy and promptitude with

which each difficulty as it arose was always faced and overcome.

"Believe me, dear Sirs,

"Yours very faithfully,

(Signed) "JOHN N. DALTON.

At the end of May and the beginning of June in this year the firm was engaged in a novel and difficult duty. This consisted in conveying a party of French pilgrims to and through the Holy Land, the party numbering 1,004. The sea trip was made in two large steamers chartered for the purpose, the *Guadaloupe* and the *Picardy*. No less than 750 pilgrims were encamped under canvas between Caifa and Jerusalem. Grave doubts were entertained as to the possibility of such a large party being conducted without mishap. The French Minister for Foreign Affairs sent a representative to London to have an interview with Mr. J. M. Cook, and inform him that the French Consul-General in Palestine had telegraphed to the effect that the risk run by such a large party was enormous, and that he would not accept responsibility for what might happen, and suggesting that the pilgrimage should be prohibited. Mr. J. M. Cook did not share the fears of the French Foreign Minister in Paris, or of the French Consul-General in the East. He stated that his arrangements were completed, and that he had no apprehension of failure in any particular. Though the French officials opposed his plans, the pilgrimage was conducted

without a hitch, and when it was over and the pilgrims had returned in comfort and safety to their homes, the French Consul-General admitted that he had underestimated the resources of Messrs. Thomas Cook and Son and their capacity for organisation.

A more trying ordeal awaited the firm in the summer and autumn of this year. Then it was that Egypt was in the throes of a revolution, that fighting took place between the Egyptians in rebellion against the Khedive, and the British troops supporting the Khedive's authority.

When the fighting was over, the Duke of Connaught and his suite, and afterwards Sir Garnet (now Lord) Wolseley and suite, were conveyed from Egypt to England under arrangements made with Messrs. Thomas Cook and Son. The time and energies of Mr. J. M. Cook were fully occupied in Egypt, where he had to provide for the new order of things, and to answer the calls made upon him by the War Department. He undertook the transport of the wounded and sick after the battle of Tel-el-Kebir from Cairo to Alexandria by water, this mode of conveyance being better for them than that by rail, and he freely did so without making any other charge than the actual cost of running the steamers. Moreover, he conveyed the convalescents from enteric fever in steamers up the Nile, with a result which surprised as well as delighted the medical authorities.

The official reports show that, after passing sixteen

days on the Nile under the care of the firm, from eighty to ninety per cent. of the patients recovered, and were able to rejoin their regiments on reaching Cairo. Moreover, the General in command intimated to the firm that the cost of these patients was less than half what would have been incurred if they had been sent to sea instead of up the Nile. In proof of the satisfaction which was felt by the military authorities, the following document, written by order of the Duke of Cambridge, may be printed. It is dated from the War Office, Pall Mall, 8th February, 1883. "Gentlemen,—The Lieutenant-General commanding the troops in Egypt having forwarded for the information of the Field Marshal, the Commander-in-Chief, a report of the cordial assistance rendered by your firm in conveying convalescents for sanitary reasons in your steamers on the Nile, I have now the honour, by desire of his Royal Highness, to convey to you an expression of his thanks for the admirable arrangements made by you on these occasions, by which the troops have greatly benefited. His Royal Highness fully appreciates the public spirit evinced by you in conducting the various services on which you have been employed for military purposes in the above country. (Signed) ARTHUR HERBERT, Lieut.-General, Quartermaster-General."

The other events in 1883 in which the firm had an interest were the International Exhibition at Calcutta, for which they acted as passenger agents, and the completion of the Arlberg tunnel, which led to a

rearrangement of the plans for international traffic. In this year the firm opened offices in Constantinople and Athens.

In the United States the opening of the Northern Pacific Railway was celebrated by the President of the Company entertaining guests from all parts of the world. Mr. F. H. Cook was one of the number. He desired to see the wonders of the Yellowstone by himself, and to see also whether he could devise plans for trips through it. Accordingly, he left New York some weeks in advance of the main body, and traversed the greater part of the park on horseback. He returned and joined the party at St. Paul's, Minnesota, and accompanied it during the remainder of the trip.

Before narrating the most noteworthy occurrences in which the firm had a share in 1884, to which a part of a new chapter will be devoted, the less striking ones may be mentioned now. During the course of it several special parties were conducted to the desert of Sinai; special tours were made in America as far as California, and through the Yosemite Valley and the Yellowstone Park. Passenger travel in Scandinavia underwent a fresh development, and arrangements were made for tours to Iceland and Spitzbergen. In this year, too, several Exhibitions gave the Messrs. Cook occupation; a national one was held at Turin, an Exhibition of Goldsmiths' Work at Budapest, and a World's Fair at New Orleans.

In September, 1884, Mr. F. H. Cook travelled through

the Crimea and the Caucasus with a view to ascertain what arrangements could be made by the firm of which his father was the chief, for extending the tourist system to those districts, the result being that a set of tours was planned which comprehended the Caucasus, the Crimea, Bulgaria, and other parts of the Balkan Peninsula.

CHAPTER XVII.

GENERAL GORDON'S EXPEDITION.

In January, 1884, the Government resolved to send General Gordon to the Soudan, and the Messrs. Cook were requested to convey him as far as Korosko. Before Gordon mounted his camel at Korosko on his last journey to Khartoum, he wrote the following letter to them, the date being the 1st of February: "Gentlemen, —Before leaving for Berber I would wish to express to you my own and Lieut.-Colonel Stuart's thanks for the admirable manner in which we have been treated while on your steamers. Your agents have also on every occasion shown themselves kind and obliging, and have in every way assisted us to the best of their ability. Hoping that I may perhaps again have the pleasure of placing myself under your guidance, I remain, ever yours truly, (Signed) C. E. Gordon, Major-General and Governor-General."

When the expedition to Khartoum for the relief of Gordon was seriously contemplated, a meeting was held at the Admiralty on the 23rd of April, 1884, at which Mr. J. M. Cook was present by request. Shortly before then he had returned from Egypt to England, and the

authorities at the Admiralty desired to learn his views concerning projected movements on the Nile, and to receive information about the country. From that time till the beginning of August he was in frequent attendance at the Admiralty and the War Office.

His own knowledge of the Nile was more minute than that of the officials with whom he came into contact, yet even he could not supply some particulars. There were no authentic facts about the state of the Nile for 200 miles of its course—that is, the part between the Second Cataract and Dongola or Hannek. In a map drawn in 1831 the Third Cataract is marked at Hannek, where, as he ascertained later, there was a rapid, not a cataract, while there are a number of serious cataracts between the second and the so-called third at Hannek.

The result of conferences between him and the heads of the Admiralty and War Office was that his firm contracted to convey to the Second Cataract the whole of the men and material constituting the expedition. They were ordered to arrange for the transport of 6,000 men, and about 10,000 tons of stores. These were to be conveyed from Assiout, the terminus of the Upper Egyptian railway, to Wady Halfa at the foot of the Second Cataract. Besides, 400 whale boats were to be carried by railway from Alexandria to Assiout, thence to Wady Halfa by steamer.

The Messrs. Cook were called upon, before the House of Commons had voted £600,000 on account of

the expedition for the relief of Gordon, to give an estimate of the cost. At the Admiralty, calculations were made as to the work to be done, and the opinion of the officials there was that in addition to what has been stated, about 12,000 tons of coal would be required. But the expedition grew in magnitude, and the work to be executed increased in proportion. The final accounts show that Messrs. Thomas Cook and Son conveyed about 11,000 English and 7,000 Egyptian troops, about 130,000 tons of stores and war material, and 800 instead of 400 whale boats. The firm had also to carry up the river between 60,000 and 70,000 tons of coal, part being consumed in the steamers belonging to them. The firm also carried down the river to Cairo at the same time about 50,000 tons of cereals which were collected for the Finance Department from the fellaheen in lieu of taxes.

In order to fulfil their contract the Messrs. Cook had 28 large steamers running between the Tyne and Alexandria; they had 6,000 railway trucks in use between Alexandria and Boulac or Assiout, and 7,000 for the transportation of military stores. On the Nile they had 27 steamers running day and night and 650 sailing vessels of from 70 to 200 tons capacity. They employed for this service about 5,000 men and boys, being the fellaheen of Lower Egypt, and Mr. J. M. Cook publicly avowed that no men ever worked more willingly and continuously so long as they received fair pay and fair treatment.

He had agreed with the War Office on behalf of his firm to deliver the last of the 400 whale boats at Wady Halfa, at the foot of the Second Cataract, by the first week in November, provided they were handed over to his representatives at Alexandria on the appointed days. Although the number of men and the weight of stores many times exceeded what had been calculated originally, and although the firm did not receive a written authority from the Government till the 2nd of September, the last of the whale boats was delivered at Wady Halfa in the first week of November, as had been promised.

Despite the punctuality and the thoroughness with which the Messrs. Cook executed their contract, there is an insinuation in the report of the expedition issued from the War Office that the expedition had been impeded owing to the short supply of coal, and that the Government were at the contractor's mercy when adding to the supply. The books of the firm prove this to be baseless and unfair. Before the signing of any contract with the Government and his firm, and acting on his own impressions, Mr. J. M. Cook ordered 20,000 tons of coal to be despatched from the Tyne to Egypt, and some of the coal arrived at its destination prior to the signing of a contract with the Government. On the 26th of July, 1884, the Government ordered from the firm for their own use 1,300 tons, 500 being destined for Assouan, 500 for Wady Halfa, and 300 for Korosko. When the officers in command

of the expedition began to realise the importance of having a good supply of coal, the firm had delivered 17,000 tons to the Government at the price which had been agreed upon at the outset for the 1,300 first supplied.

When Mr. J. M. Cook was at Assouan in October, 1884, he was called upon to bring up a further supply of coal for use on the railways and steamers employed by the Government, and to do so as speedily as possible and at any cost. He then stated that to ensure rapid and regular delivery of the articles which he had undertaken to supply, he had paid the native boatmen double their regular rates, and allowed them to load their boats with half cargoes, being equal to four times their usual rates, in order that they might sail quicker; besides, if coal were brought by steamer the cost would be several pounds a ton. However, he undertook to bring up a further supply in the shortest time possible for an advanced price of ten shillings a ton. This offer was gladly accepted, and a fresh contract embracing its terms was made on the 22nd October. The officer in command, who signed this contract, said after doing so: "Mr. Cook, the Government ought to be thankful that they have an honest firm to deal with, because you might just as well have ten pounds as ten shillings."

The books of the firm contain entries which conclusively dispose of another part of the insinuation in the report of the War Office, a report which may have

been been compiled by a clerk who had no personal knowledge of the facts. Mr. J. M. Cook, being on the spot, had the advantage of seeing with his own eyes how the expedition was conducted, and he can emphatically vouch for not a single day's delay having hindered its progress. It is improbable that the statements in the report, to which exception is now taken, would have been made if the writer had been correctly informed as to the obstacles which had to be surmounted, and had known anything of the difficulties which were overcome as they arose. For instance, the enormous risk which the firm voluntarily and ungrudgingly undertook cannot have been borne in mind; certainly there is no trace of it in this official document. No private firm had previously worked in the same way for a purely national object. It has been stated in an earlier chapter that, during an important debate in the House of Commons, the late James White, one of the members for Brighton, informed the House that at least £130,000 might be saved if the transport of troops within the United Kingdom were entrusted to it. Now, the firm was called upon to discharge a duty still more arduous, and one for which certain departments of the State had neither the qualification nor the requisite knowledge. For the first time in English annals a warlike expedition, in which the nation had a deep and special interest, had been entrusted to private hands. The firm which undertook the task, and incurred a responsibility requiring no

common courage to accept, never failed in its engagements, and performed much more than it had undertaken. The following letter addressed to the firm by the Right Honourable Henry Campbell-Bannerman, the Secretary of State for War, is one of which its members had just reason to be proud:

"War Office,
"30th July, 1886.

"Gentlemen,—I am directed by the Secretary of State for War to acknowledge the receipt of your letter of 13th instant, requesting an expression of opinion as to the manner in which the contract for Transport of the Troops on the Nile during the expedition of 1884-5 was performed by you.

"In reply, Mr. Campbell-Bannerman directs me to inform you that, considering the amount of organisation required in arranging for the service, the difficulties of the Nile navigation, and the great strain on the local resources, he is of opinion that great credit is due to you for the satisfactory way in which your contract was performed.

"I am, Gentlemen, your obedient Servant,

"(Signed) EVAN COLVILLE NEPEAN,
"Director of Army Contracts.

"Messrs. Cook & Son.
"Ludgate Circus, E.C."

Few of the facts were known to any one man so well as they were to Mr. J. M. Cook. His own brief narrative of what he had done and witnessed was delivered before his fellow members of the Royal Geographical Society at a meeting on the 5th of January, 1885, over which General Sir J. H. Lefroy presided. The chairman introduced the speaker as one who "was not only a traveller, but the cause of travel in others," adding that, "like other Government agents, he was under certain restraints of prudence and reticence, and therefore they might not ask him to tell them all he knew; but he might say a great deal that would be highly satisfactory and reassuring to the meeting." Mr. J. M. Cook said, in response to the flattering invitation, "When the British expedition was first contemplated, even the very highest officials in this country expressed the opinion that there seemed to be no one who knew anything of the actual navigation of the Nile between Wady Halfa and Dongola, or of what were supposed to be the clear parts of the river between those points. When the preparations for the expedition were under discussion in April last, there really was no one who had recorded any practical experience of that portion of the river which proved so difficult for our soldiers to pass over. When he had finished his part of the work he decided to go to Dongola, and to see for himself what the real obstacles to navigation were. Although he had been travelling on the Nile for sixteen years, he had not the most

remote idea of the enormous difficulties to be encountered, or he certainly should have hesitated from running some of the risks that he had to run if he had been able to foresee them. But having accomplished the journey, he was glad to assure Lord Wolseley and the high officials in England that beyond the laborious portion of the navigation from Wady Halfa to Sakarmatta, 109 miles, which was the worst part the expedition had to traverse—there being five or six very serious cataracts to encounter, with a succession of rapids and rocks only just covered by the Nile water, which, by its peculiar colour, prevented them being seen—there were only small cataracts that were not dangerous.

"He had been puzzled to know why Hannek was ever placed as the Third Cataract of the Nile, for there was no cataract there at all, nor anything to indicate it had ever been one. It was a very small rapid in comparison with others. There were four or five cataracts between what was termed the Second and the so-called Third Cataract, and that was one of the secrets of the delay in the concentration of the troops at Dongola for the advance on Khartoum. It was quite true that during the high Nile season the Government sent very competent naval officers to survey that portion of the Nile and report upon it; but they could only report upon what they saw, and they could see nothing of what it would be when the troops had unfortunately to work their way up at low water. It was

a succession of great difficulties, and in all his travelling experience and his contact with military movements, nothing had pleased him more than to work day by day by the side of our soldiers on the river, especially the Staffordshire Regiment, which was the pioneer regiment, and had to find out the channels and difficulties for those who were following them. He was near that regiment almost the whole of the time they were working their way up. The soldiers had had no previous experience whatever in river work, but they worked most freely and willingly in trying circumstances, and pushed along whistling and singing to keep their spirits up, and it was certainly a most interesting sight.

"The difficulties were chiefly these: In many points there was very shallow and rapid water. From Sarras to Sakarmatta, a distance of 74 miles, the rise was 450 feet as near as he could ascertain by his aneroid. He himself travelled in the most favourable circumstances, having the assistance of the Egyptian troops, and his was the only boat, except whalers, that succeeded in getting through from the Lower Nile to Dongola. Even the pinnaces were not able to go up the whole distance. His boat was only twenty-four feet long, six feet six inches beam, drawing only twenty inches of water, yet at five different points it required 170 men, in addition to his own crew, to pull it through the cataracts, and at one point seventy-five Dongolese had to be employed in addition. That would

give some idea of the troubles that our soldiers had to encounter.

"Out of the six or seven thousand troops working in the boats there was scarcely one case of serious illness. He himself did not come in contact with one case, and all the medical officers that he spoke to gave the same report. The men were in splendid health. Of course they suffered the first few days, especially from blisters, having to walk on parched granite rocks tugging at their boats, which were moved along some days only one or two miles, while for five consecutive days his glass registered ninety degrees in the shade, and was scarcely below eighty degrees at night. Still the men worked along cheerfully, and the sickness was of no importance whatever. The sickness that had been mentioned in the newspapers was among the troops who had been stationed for some months at such places as Assouan and Wady Halfa, where they had nothing to do.

"Considerable differences of opinion had prevailed as to the wisdom of sending out the whalers and the Canadian boatmen. When he was asked his opinion he said it was not necessary to send out whalers, and that he could find plenty of boats in the country to work the expedition. He also thought then that it was not necessary to send out Canadian boatmen, because sufficient natives could be found to do the work, but he was bound to admit now that in that opinion he was wrong. The necessary boats could not have been found

in the Upper Nile, and it would have been impossible to conduct the expedition as far as Dongola by the river without the assistance of European boats. At least half the Canadians sent out were the finest boatmen he had ever come in contact with, and he was satisfied that the work they did, and the impetus they gave to the other men, would fully repay the Government for the cost of conveying them from Canada to Egypt. After ascending the seventy-four miles he made up his mind that no power whatever would induce him in any circumstances to come down the Nile through the cataracts and rapids that he had worked up, but there again he had to give way, and he did come down the Nile in one of the whalers. He and his son passed through the whole of the cataracts of Dal, Akasha, Tangor, Ambigol, and Semneh, and he felt as comfortable and as much at his ease after he had passed through the first cataract as he did when sitting in his own easy chair in his library. After he saw the manner in which the Canadians steered through the first cataract, he was perfectly satisfied that he need not trouble himself any more, and he accomplished in little over eleven hours the distance which took him thirteen days on the upward journey, though in the latter case he had all the assistance that the Egyptian army and Government officials could give him. . . .

"The question naturally arose, how many boats had been lost, and how many lives had been lost, by capsizing? Up to the time when he left Sarras, which

was about 12th December, the whole of the 800 boats, with the exception of about forty or fifty, had left Sarras, and he had met them at different points on the river. He saw one only entirely wrecked. Through a misunderstanding, arising from the difference of language, a Dongolese crew let go at the most inopportune moment, and the boat went down the cataract and was broken almost straight in two. That was the only whaler up to that time that had been capsized with any serious injury. Some days his boat could not go half an hour without striking on some rock, and although it had timbers an inch and a half thick, he had to take it out of the water several times to have it repaired. On one occasion there were twenty holes knocked in it at one cataract, and two days were required to repair it. He supposed that about one hundred boats were injured, but only in such a way that the men could repair them in a short time; and as a rule they were in the water again ready to go forward within an hour or two. A few lives had been lost, among them seven of the Canadians, but he believed if the matter were investigated it would be found that these Canadians were not real boatmen; they were men who were not accustomed to the working of boats. Five soldiers had been lost, one of them through getting on the wrong side of the rope; he was pulled into the cataract and carried away. He saw several of the soldiers fall into the habit of the natives of stripping themselves naked and pushing the boats, and one soldier who did so was

carried away by an undercurrent. The loss of life had been remarkably small, and he was only surprised that hundreds of lives had not been sacrificed."

The foregoing outline of what Mr. J. M. Cook stated at a meeting of the Royal Geographical Society may be supplemented by a few extracts from an address which he afterwards delivered to the teachers and pupils of the Royal Normal College for the Blind at Upper Norwood. Before giving these extracts, a passage may be reproduced which has great interest for the many admirers of the intrepid and unfortunate Colonel Burnaby. He was a friend of Mr. Cook's, and, like him, was a native of Leicestershire. The last time Mr. Cook saw Burnaby was on the banks of the Nile on the morning of the 12th of December, 1884, when he wished Mr. Cook a happy Christmas and New Year with his family. Mr. Cook went on to say: "As for Colonel Burnaby's fate, I cannot say it was a surprising one. It was exactly the way you would have expected him to end his days. He had volunteered into almost everything. He volunteered to go to Suakim, and at Tamai was wounded fighting by the side of Baker. On the present occasion, I may say, he went away from England, if not in direct opposition to the instructions of the War Office, at all events without their sanction, and he announced that he was going to Central Africa. He told me at Dal that if the British Government had not sent an expedition to the Soudan, he and his friend Captain Gascoigne intended to go to Khartoum to see the posi-

tion Gordon was in. That is the kind of pluck and daring which, not only Colonel Burnaby, but so many of our English officers have shown in this expedition, an expedition for which, in my opinion, neither they, nor Egypt, nor England can ever be repaid."

One of Mr. J. M. Cook's objects in visiting Dongola was to have an interview with the Mudir, and when he reached Dongola he was informed that the interview would be granted. He liked the place itself, saying of it—"The town of Ordi or New Dongola is picturesquely situated, and if it ever became my fate to stay at any one point in Upper Egypt, I should hope it would be Ordi. The river takes a big sweep here, and at low water it appears like a village at the head of a bay. Cultivation is universal, and every morning you can buy anything you want. Fresh melons are plentiful." On being ushered into the presence of the Mudir, he found this ruler squatting on his chair, another chair being before him with an inkpad for his seal, several papers being on this, and the holy spear, which he never parts with, being close to a table at his side. When close to him, Mr. J. M. Cook thought from the Mudir's appearance that he had not five minutes to live. "He is as thin as a lath, his sinews are attenuated, and looking at him you would think he was just going into his grave; but after you have spoken with him a few minutes, and he begins to feel at ease, you would conceive him to be as I did, one of the most powerful men from a brain point of view that I have ever been in

presence of. He was a little reticent at first, especially in speaking through the intrepreter, but he gradually warmed up."

After the Mudir had listened to a case presented by a native, he turned to the interpreter, saying, as if he had read the thoughts which passed through Mr. J. M. Cook's mind: "Tell Mr. Cook Mahommed Achmet is no Mahdi. There is no Mahdi. If there were a Mahdi, I should be the one!—I am not." Then, changing the subject abruptly, he said: "Tell Mr. Cook I invite him to rest here a fortnight. At the end of that time I will send him with an escort to Khartoum." Mr. J. M. Cook was naturally astonished at the offer. He thought it the most singular ever made to him, and, as he said in relation to it: "Here was England spending a few millions to rescue Gordon from Khartoum, and here was a gentleman who offered to send me there in a fortnight. I tried not to move a muscle, and said, 'Ask his Excellency whether he considers it would be perfectly safe to go to Khartoum in a fortnight.' 'Certainly,' he replied, 'with my escort, in a fortnight; the route will be perfectly clear, and there will be no obstacle.' Then I said, 'Ask his Excellency why Gordon cannot come away from Khartoum.' That seemed to stagger him. Pushing his turban back, he said, 'Ask Mr. Cook, if Gordon leaves Khartoum, who is to govern there.' . . . Now here is a singular coincidence. This conversation took place on December 3rd. On December 28th, Lord Wolesley telegraphs that he had sent a mes-

senger to Khartoum, who left Korti on December 18th, and who had returned with a reply from Gordon. That is the very day on which I should have left Korti had I accepted the Mudir's offer. . . . I came away impressed with the idea that I had had a conversation with one of the ablest and cleverest men I had ever seen. If he had not stood firm to the interests of Islam (if you like, but we expect it to prove to the interest of Egypt) the hordes of Soudanese would have taken the country."

From April, 1884, till April, 1885, the time of Mr. J. M. Cook was chiefly occupied in England and in Egypt with the direction of the work which his firm had undertaken in connexion with the expedition for the rescue of Gordon. When, unhappily, the expedition had ended in failure, and the heroic and chivalrous Gordon had perished at the hands of miserable fanatics whose welfare was as dear to him as his own life, the Messrs. Cook found that the steamers on the Nile belonging to the Egyptian Government which they had navigated under contract were so much strained and damaged as to have become unfitted for the conveyance of first-class passengers. It was clear to the firm that the fleet must be renewed, and representations in that sense were made to the Government of Egypt. The Government declined to do what was suggested. Hence the Messrs. Cook had no option between abandoning their contract for Nile traffic and providing a fleet at their own expense. They had no desire to become

shipowners, preferring to be agents for those who possessed vessels; however, the new responsibility had to be undertaken, and vessels suitable for traffic on the Nile were designed to meet its requirements and were constructed to the order of the firm.

Even the work which the firm had undertaken on the Nile in 1885, though absorbing in itself, was but a part of that which had to be performed, seeing that much attention had then to be given, in the firm's capacity of official passenger agents to the International Inventions Exhibition at South Kensington, an International Exhibition at the Alexandra Palace, and the Japanese Exhibition. In addition to these matters at home, others of a like kind had to be cared for abroad, such as the International Exhibition at Antwerp, and the National Exhibition at Budapest.

CHAPTER XVIII.

ORGANISING PILGRIMAGES TO MECCA.

THE energies of Mr. J. M. Cook were largely exerted during the winter of 1885 and 1886 in arranging for the conveyance of visitors from all parts of the world to the Indian and Colonial Exhibitions, which was to be held in London in connexion with the Jubilee of the Queen. His firm received the following letter, written from South Kensington, on the 2nd of January, 1885:

"I am requested by His Royal Highness the Prince of Wales, President of the Royal Commission, to inform you that he has had under consideration your application for the appointment of Passenger Agents to the Royal Commission of the Colonial and Indian Exhibition.

"His Royal Highness, considering similar services rendered by your firm upon the occasions of the International Exhibition at Vienna in 1873 and at Paris in 1878, approves of the appointment of your firm upon the same conditions as upon those occasions. Very sincerely yours, (Signed) PHILIP CUNLIFFE OWEN, Secretary."

Having accepted the appointment made in the

letter which has just been reproduced, Mr. J. M. Cook felt it his duty to visit India in order to discharge the obligations which had devolved upon him. At the time he was making the necessary arrangements, he received a letter from the Earl of Dufferin, then Governor-General, inviting him to co-operate with the Indian Government in devising plans for the better treatment and safer travel of the Mohammedan Pilgrims from British India to Jeddah and Yambo on their way to the sacred cities of Mecca and Medina. During his visit to India, in 1881, Mr. J. M. Cook had been approached on the same subject by Indian officials. It was notorious that these pilgrims, many of whom were subjects of the Queen, had to suffer great hardships in fulfilling a duty which they accounted imperative, had to visit the shrine of their Prophet at an outlay which they could ill afford, and undergo an amount of personal suffering which endangered and often ended their lives.

In the preceding chapter it was shown how the Messrs. Cook had become the owners of a fleet of steam vessels against their will. But, in the whole of their career they never shirked any fresh responsibility which they considered themselves bound and able to bear. When Mr. Thomas Cook arranged in 1841 for an excursion train to convey a large party of his associates in the cause of temperance from Leicester to Loughborough, where a demonstration was to be publicly made, he would have been startled if told that, before

another fifty years had passed over his head, the firm which he was to be the founder, which had grown popular and wealthy, would exert its powers of organisation to carry thousands of Mohammedan pilgrims to the shrine of their Prophet and to the holy city of their faith. Yet there was nothing derogatory or improper in Messrs. Thomas Cook and Son being parties to such an arrangement. During the long and prosperous career of their firm one object, and one only, had been unremittingly kept in view, and a fixed principle had been acted upon. To enable people to pass easily from place to place, and to do so in comfort, was the aim which had been uniformly kept in sight. It was not considered to be the duty of the firm to inquire into the religious faith and the nationality of those who availed themselves of its resources while organising travel. Hence, there was nothing more absurd or indefensible in the firm taking charge of a pilgrimage of Mohammedans, than there was in its representatives guiding French Roman Catholic pilgrims to the lands of the Bible.

It was deemed right and proper, then, from the point of view of the firm in which he was the sole responsible partner, that Mr. J. M. Cook should make a favourable response to the proposition made to him by the Governor-General of India. He found that his services, if given, would be welcomed by all concerned. In November, 1885, he was in Egypt on the way to

India, and there he had an interview with Sir Henry Drummond Wolff, from whom he learned that, while at Constantinople, he had been in communication with the Home Government, as well as with that of India, with reference to the Government taking special steps to aid the pilgrims.

On reaching India, and after having an interview with the Governor-General, Mr. J. M. Cook was requested to remain till he had completed and put into operation the arrangements which he deemed necessary to attain the desired result. His task was not easy. He perfectly understood this, writing: "I know that this business is surrounded with more difficulties and prejudices than anything I have hitherto undertaken." He had learnt, moreover, that before application had been made to him others had tried to deal with the grievances which he was expected to remove, and that no improvement had been effected in consequence of their action. Yet this did not dispirit him. On the contrary, he avowed that the gloomy statements of failure to which he had listened acted as incentives for him to do his utmost to prove that he merited the confidence reposed in him by the Government of India.

The nature of the work undertaken will be understood from the substance of the conditions which were laid down by Messrs. Cook. The first was the appointment of the firm as agents for transporting Mohamme-

dan pilgrims from India to Jeddah and back. The second was that, as agents of the Government, the Messrs. Cook and their representatives were to receive assistance from the government officials throughout India. The third was that one of the firm's tickets was to be issued to each pilgrim by the Government officer along with a passport. The fourth was that the Pilgrimage Office in Bombay was to be under the control of the Messrs. Cook, the latter being responsible to the Government for the proper use of it. The fifth may be given in full: "Thomas Cook and Son are to arrange with the railway administrations, steamship proprietors, etc., etc., for the conveyance of the pilgrims, quoting through fares from all chief stations in India to Jeddah and return; they are to do everything they can to secure the proper transit in satisfactory ships, with proper accomodation in accordance with the regulations laid down in the manual issued by the Government, and to do their utmost to meet all the present objectionable features in precisely the same manner as they conduct the other parts of their business." The sixth was that the Messrs. Cook were to appoint the assistants required for carrying out the work, and the seventh that the members of the firm or their representatives were "to comply with the requirements and regulations laid down from time to time by the Government of India, precisely the same as though they were in the service of the Government." When these conditions, and an eighth relating to remuneration, were considered

by the Governor-General in council, it was resolved that they should be accepted.

In the last paragraph of the minute of the official proceedings it is stated: "The Governor-General in Council feels convinced that a scheme of the nature above described cannot fail, if successfully carried out, to be productive of much benefit to Indian pilgrims to the Hedjaz; but if success is to be ensured, it is essential that every assistance should be afforded to Messrs. Thomas Cook and Son, not only by local governments and administrations, but also by district and other officers upon whom it will devolve to give effect to the detailed arrangements. His Excellency in Council accordingly trusts that local governments and administrations will see that this is done, and will direct local officers to co-operate in every possible manner with the representatives of the firm in carrying on their operations." Accordingly it was ordered "that a copy of this resolution be forwarded to all local governments and administrations for information and guidance, and to the foreign and financial departments for the issue of any further orders required. Also, that it be published in the *Gazette of India* and in all local gazettes for general information. Local governments are requested to arrange for its translation and publication in all vernacular gazettes."

In order to complete his plans Mr. J. M. Cook had to journey many thousand miles through India, which

he did accompanied by his youngest son, Mr. T. A. Cook. He had opposition to face from those who had vested interests in the pilgrim traffic, many persons having grown rich at the pilgrims' expense and others hoping to do so in turn. However, all the necessary arrangements were finally made, and the pilgrimage ceased to be a subject of as much scandal and the cause of as much misery as before. The Messrs. Cook were thanked by the Khedive and by many distinguished Pachas and Sheikhs in Egypt and Turkey for the service which they had rendered to their co-religionists. The labour which Mr. J. M. Cook underwent was trying, and it proved to be more one of love than he had counted upon. His firm found that no pecuniary profit could be obtained so long as their business relating to the Mohammedan pilgrims was conducted under the terms of the appointment made on the 4th of January, 1886.

While in India, Mr. J. M. Cook was requested to arrange for the visit to Europe of the Indian princes and chiefs who figured conspicuously in the ceremonies at the Jubilee in 1887. This Jubilee gave the firm constant occupation for several months before it began, while it was celebrated, and for some time afterwards. Many visitors to England during the Jubilee were induced to extend their tours owing to the facilities afforded by the Messrs. Cook, and tourist traffic in England, Scotland, and Ireland largely increased in that year. It was a very busy year for them, because, in

addition to conveying pilgrims to Jeddah and Yambo, on the way to Mecca and Medina, and providing for the conveyance of distinguished persons from India, the British Colonies, and all parts of Europe to London, they had to open a new steam service on the Nile.

In this year a further addition was made to the opportunities for visiting the Continent by way of Queenborough and Flushing, owing to the London, Chatham, and Dover Railway Company in conjunction with the Royal Zeeland Steam-shipping Company, having instituted a day service between the ports in England and Holland. As the passenger agents of these companies, the Messrs. Cook were interested in the change.

Their fame had been spread abroad as far as Austria and Hungary, and the demand for their tickets became great enough to justify them in opening an office in Vienna. This was in April, 1888; not long afterwards they gratified their Hungarian clients by opening one in Budapest also. At present the firm has contracts with the Government and other railways in Austria and Hungary under which its tickets are available over all the lines in these countries.

An office was also opened in Madrid. The Messrs. Cook had been appointed passenger agents for the International Exhibition at Barcelona, and they found that passenger traffic in Spain had expanded sufficiently, and the demand for their international tickets had be-

come great enough, to justify the establishment of an office in the Spanish capital.

In August, 1888, Mr. J. M. Cook travelled by one of the first trains from Vienna to Constantinople over the new line of railway connecting Constantinople with Central Europe which was then opened. He succeeded in effecting the chief object of his journey which was to obtain authority for his firm to issue tickets over that route, which had revolutionised the arrangements for travel between Europe and the Orient.

It was shown in a previous chapter how Messrs. Thomas Cook and Son had to become the owners of steamboats on the Nile, and thus add a new feature to their business. In 1888 another addition was made in the shape of the funicular railway up Vesuvius. The company which had constructed and worked the railway was then bankrupt, and if the line had not passed into other and more efficient hands, it would have gone to ruin. Further capital having been expended upon it by Mr. J. M. Cook, its new proprietor, it was reopened for traffic in 1889.

The firm's engagements in Australia were widened this year by entering into relations with the several railway companies for the extension of international travel through New Zealand and Australia, and the tickets issued by it will now serve for every line of railway and steamers in Australia, and between Australia and New Zealand and all parts of the habitable globe.

This additional business is conducted in offices at Adelaide, Melbourne, Sydney, and Auckland, and at many branch agencies in other towns.

Much of the time of Mr. J. M. Cook and his sons and assistants was occupied in 1888 with the details of the Great Exhibition at Paris in the following year. In no year since the firm began business was the increase in its receipts greater than in 1889, when about 200,000 journeys were made from London to Paris and back under its auspices. The number of persons then accommodated in the hotels with which the Messrs. Cook had dealings was double what it was in 1878. Moreover, the visitors to Paris in 1889 who saw the sights by arrangement with this firm were twice as many as in 1878, one hundred horses being employed each day in the vehicles provided for the purpose.

The information conveyed to intending visitors to Paris was set forth in 12,305,000 bills and programmes, these being issued in Great Britain alone, while, in addition, hundreds of newspapers contained advertisements from the firm about the Exhibition.

While the regular business of Messrs. Thomas Cook and Son continued to increase in 1890 as in the years which preceded it, the Passion Play at Oberammergau again called for a special exercise of their organising powers. The large number of about 6,000 persons was then conveyed to Oberammergau and back. As on the former occasion, they were provided with accommodation in the village during their stay. Out of the

vast number of visitors who then placed themselves in the firm's hands none had reason to regret doing so, not a single authenticated case of failure to carry out the programme having occurred.

CHAPTER XIX.

LIFE AND LABOURS OF MR. J. M. COOK.

THE personal history of Mr. Thomas Cook in his early days when he carried out his idea for excursion traffic in the intervals of his business was told in the second chapter of this work. In another chapter it was stated that his only son rejoined him in 1864, and again that this son became sole managing partner in 1878. Readers of the preceding narrative will have learnt how many and onerous were the tasks which devolved upon Mr. J. M. Cook, how he has been called upon by the Government of his country in seasons of emergency to lend his aid to national enterprises, how, under his exclusive direction, the firm to which he belonged has grown in importance, at one time buying or building a fleet of steamers, at another acquiring a railway; how, like a modern and peaceful Alexander, he has conquered fresh fields for the tourists who take him as their guide, and how the business over which he presides has now the habitable globe for its theatre.

During many years the contemners of new men and new methods ridiculed the business carried on by Messrs. Thomas Cook and Son, but they failed to

hinder the advance of a firm which has become one of the marvels of a wondrous age. So widely ramified is that business, and so comprehensive is its scope, that those who cannot realise its greatness call in question the very existence of its moving spirit. Even those who are friendly to it must be anxious to learn something about its working, and a widespread and legitimate curiosity will be gratified by setting forth in detail the events in the life and career of Mr. John Mason Cook, who now represents in his own person the firm of Messrs. Thomas Cook and Son.

The town of Market Harborough was the birthplace of Mr. J. M. Cook: he first saw the light there in January, 1834. His father was then a wood-turner. His parents had a struggle with the world, and they were not able to give their only boy a comprehensive education. When still very young he was sent to a dame's school, and later to a British school in his native town. In 1844 his parents removed to Leicester, where his father occupied himself with printing and publishing.

While a small boy, and living in Market Harborough, he evinced a strong liking for wandering. At the age of six he made a trip from Market Harborough to Melbourne in Derbyshire, his father's birthplace. The first day he walked from Harborough to Kibworth, on the second he went by omnibus from Kibworth to Leicester, on the third he went by rail from West Bridge to Longlane, thence by canal boat

to Shardlow, and from Shardlow to Derby by omnibus. On the fourth day he was carried to Melbourne from Derby by Green's carrier's van. This journey is across country, yet it can now be made by rail in one hour and a half.

When the boy was ten years old and his parents were settled in Leicester, he was sent to a new proprietary school there. The cost was more than his father could well afford, and with a view to the boy earning something he was put to learn "the case" in his father's printing-office. He was at school during a part of the day, and when away from it he was kept at work either as a compositor, or in helping to send out his father's monthly publications. He was often at his post in the printing-office early in the morning, during the dinner hour, and at night. He was kept out of bed all night at the end of each month. His time being so fully occupied out of school, he did not make a good figure in it. Indeed, it was scarcely possible that he could keep pace with the other boys, who had their lessons only to learn, and to play during their intervals of leisure. He left school before he was fourteen.

Mr. Thomas Cook thought it desirable that his son should obtain instruction in another printing-office than his own, and with that object sent him to Derby, where he lived with his grandmother, and began work in an office there. The intention was to see, after further trial, whether he should be apprenticed to the trade.

At Derby he was worked as hard and unmercifully as at Leicester. He left his grandmother's at six in the morning, walking a mile to the printing-office, and carrying his breakfast with him. At mid-day he returned to dinner, and went back to work till eight in the evening. He was employed in setting books printed by the firm, and he earned at least half the wages of a man. The firm was satisfied that he should continue to give his services on these terms, and when he pressed for a more satisfactory arrangement it was agreed that he should become an apprentice. As such he was not to receive anything the first year. In the second year he was to be paid 1s. 6d. a week, with an advance of 1s. a week in the following years till the expiry of his apprenticeship. He would not accept such conditions, and at the end of his six months' trial he returned to Leicester.

Being placed in his father's printing-office, he preferred to work at the press rather than the case. He had great muscular strength. One or two printers survive who remember that when Mr. J. M. Cook was in the office he could work off at the press a larger number of posters within a given time than any journeyman printer. The steam printing press has superseded the press which had to be worked by the form of manual labour in which he excelled. It was considered the severest kind of physical exercise which was then practised indoors. The lad did not spare himself, and he performed some wonderful feats of endurance. He

would sometimes begin work at six or seven o'clock on a summer's evening, with a double-royal Columbian press, and throw off as many as 2,000 double-royal posters before breakfast-time the next morning, when he would leave the office, and take the train to some of the large towns in the Midlands with these posters, and see them exhibited on the walls before he left. This was not an exceptional performance; on the contrary, it was repeated night after night and day after day during the busy season. Mr. J. M. Cook is able to boast that, when excursions by rail were novelties, there was not a market town of any consequence between Rugby in the south, Bristol in the west, Bradford in the north, and Lowestoft in the east in which he had not distributed his own handbills and announcements of excursion trains, while the bill-poster was simultaneously covering the walls with notices. It was his rule, moreover, to accompany the trains carrying excursionists.

When a little boy he went with his father in the excursion train which ran in 1841 from Leicester to Loughborough. He was a passenger in the subsequent trains which conveyed school children to various places in the Midland Counties, and then he carried a wand with which he gravely indicated to his fellow-passengers —most of whom were neither older nor bigger than himself—where they were to go, while he also told them what they were to do.

His father took him on most of the more extended

excursions, but not in the first to Liverpool in 1844. However, the boy followed in the second. An incident already recorded in connexion with the trip from Liverpool to Carnarvon is fresh in his remembrance. This was that, among the natives of Carnarvon, one man only could speak enough English to serve as guide to the party. He took a personal interest in the excursion system, and soon mastered all its details. Though it was no part of Mr. Thomas Cook's duty to send anyone to act as a travelling inspecting guard or conductor of the train, yet his son voluntarily undertook the task, travelling with every train which ran over more than one company's line of railway. He had acquired such a thorough knowledge of the various routes and junctions that he was considered an authority for information as to the places where changes had to be made. At these places he was able to decide where the passengers' luggage was to be stowed, and he made a point of seeing it put in the proper van, or on the roof of the carriage bound for the same place as the passengers in it. Thus his services were invaluable on the excursion trains running from the Eastern and Midland Counties to the Yorkshire watering places, to Scotland and North Wales, to the West of England and the Land's End.

Mr. J. M. Cook accompanied his father in 1845, when the latter visited Scotland on a tour of investigation. The York, Newcastle, and Berwick route was opened in 1847, and then, though only fourteen, he

was sent to Newcastle from Leicester a day in advance of the party, in order to conduct the first excursion train from Newcastle to Scotland.

When Mr. J. M. Cook was fifteen he was sent to London by Mr. Charles Mills, then superintendent of the Midland Railway, with a letter to the superintendent of the Eastern Counties Railway, informing him that the bearer had been despatched to supervise the arrangement of the train and the luggage which was to leave the old Bishopsgate Station on the following morning for Scotland, by way of Peterborough and Syston on the Midland Railway to Leicester and Derby, and thence by the North Midland to York, Newcastle, and Berwick. Mr. Mills stated in his letter that, though the bearer was young, yet he was the only person known to him who was acquainted with all the junctions, and who could tell the guards how to arrange for the passengers and their luggage being put down at the proper places.

In 1849 the first excursion train from the Pottery districts ran to North Wales and Ireland; the passengers in it were under his charge, and he reached Dublin a day before his father, who followed in the first excursion train from the Midland Railway district to the same destination. At this youthful age, his time in the summer months was occupied in conducting excursions by coach, steamer, or rail to the Irish lakes, or the Scottish Highlands. His father entrusted him with the responsible duty in 1850 of conducting the first large

party that ever attempted to go from Stirling to Glasgow in one day by way of the Trossachs and Loch Lomond. This party numbered 100, and its members had to be conveyed in special coaches from Stirling, through Callander and the Trossachs, to the head of Loch Katrine.

On the night before the party started, young Mr. Cook had a conversation with Mr. Campbell, the landlord of the Golden Lion Hotel, as to the time at which to start from Stirling in the morning so as to meet the steamer which crossed Loch Katrine, the regular coach leaving at eight o'clock. Mr. Campbell's opinion was that, if the members of the party were to start at seven o'clock, the special conveyances which carried them would arrive in good time. Mr. Cook then decided that six o'clock should be the hour of departure, his rule being to make ample allowance of time; besides, he knew that all the members of a large party cannot be counted upon leaving their beds and being ready at the same hour. On this occasion, some of the party were too late in starting, and they missed the steamer. They wished to be at Glasgow that night to join Mr. Thomas Cook, who was to start next morning for the Hebrides in the *Iona*. The steamer having left, and six or eight of the party having tickets for the Hebrides, it was imperative that they should push on. Mr. J. M. Cook then resolved to take a boat and try to persuade the captain of the steamer to return, and the passengers for the Hebrides determined to accompany

him. They were rowed across Loch Katrine, and to their dismay they learned at Stronachlachar that no vehicle could be hired there to carry them to Loch Lomond. Accordingly they set out on foot. On the way they met passengers who told them that the Loch Lomond steamer had met with an accident, and could not come below Tarbet.

When the party reached Inversnaid, Mr. J. M. Cook followed the advice of Mr. Blair, the landlord of the hotel there, and bargained with a local boatman to row the party to Balloch, and the party embarked after having rested an hour. The Loch was like a mirror when the party left Inversnaid; the sun shone brightly and the heat was stifling. Soon after passing Tarbet a squall arose, such as is not infrequent there, while the sky became overcast and the darkness made it difficult for the boatmen to keep the course. Two men managed the boat; the elder of the two broke down, and the younger was not strong enough to keep her bow to the wind. Besides, as it was difficult to bale out the water which the boat shipped, the boat was allowed to drift. When the wind fell and the moon rose, the weary passengers saw that the boat had drifted below Inversnaid. The boatmen assured them that the squall was over, and that they could still row them to Balloch. After taking a short rest at Tarbet, the members of the party resolved to proceed, and they reached Balloch early in the morning, tired, drenched, and chilled. As the landlord of the small hotel at Balloch could not

supply the whole of the new arrivals with dry clothes, a large fire had to be lit to warm them. After breakfast they were driven to Dumbarton, and on arriving there they saw the *Iona* steaming down the Clyde. They all went on board, and Mr. J. M. Cook remained with his father till the steamer reached Ardrishaig, where he landed, whence he returned to Glasgow by steamer, leaving Glasgow by the night mail, and reaching Leicester on Saturday morning. Despite all that he had gone through, he was prepared to start on the morning of Monday with an excursion party from the Midland Counties, first to North Wales, and next to the Lakes of Killarney.

The foregoing account is given to show the nature of Mr. J. M. Cook's labours and experiences, and also to demonstrate how resolute was his determination to fulfil his task and keep faith with the tourists who had trusted to the promises made by his father or himself.

In 1851, though he was but a lad of seventeen, he was yet his father's chief assistant in the business of conveying 165,000 persons to the Great Exhibition and back. He then frequently travelled for five consecutive nights and days, either in an excursion train filled with passengers or in the train returning empty. Not seldom did he travel three or four times a week in each direction between Leeds, Bradford, Sheffield, and Derby. When the Great Northern route was opened the competition grew keen between the Great Northern and the

Midland Companies. Mr. J. M. Cook left Derby several times on a Friday night with trains of empty carriages destined for Leeds and Bradford, and he went round these towns in a van with a band of music, meeting the operatives coming from the mills, taking them direct to the train, and accompanying them to London. At that time, the fare to London and back was five shillings. The desire to take advantage of the cheap fare, as well as the longing to see the Great Exhibition, led to thousands of workers in factories and mills pledging their silver watches to obtain the necessary sum. The pawnbrokers at Leeds and Bradford then received silver watches by the bushel on several Saturday nights.

While the Great Exhibition was open he drove about London in the night from the establishment of one coach or omnibus proprietor to another, his purpose being to provide for the arrival in the morning of excursionists who had to be conveyed to hotels or boarding houses, or else direct to the Exhibition, where, after spending the day, they were driven to the railway station at night, where they entered the railway carriage which took them home.

His labours in connexion with excursion parties, which he found interesting and exciting, but which were exhausting also, continued at intervals till 1856. In that year, when he was twenty-two, Mr. John Ellis, the Chairman of the Midland Railway, asked him to enter the company's service as acting superintendent of the excursion traffic. He was not inclined to become the

servant of a railway company, yet he thought fit to accept the appointment, which he held for three years. His duties were very onerous. They consisted in planning and supervising all the excursion trains run over the Midland Railway. This implied ascertaining at all points of the line what might occur of general interest which would justify running excursion trains; then he had to submit his scheme of such trains to his chief for approval, and to work out statements concerning the fares to be charged, and setting forth the hours of departure and arrival. Moreover, he had to draft the bills, posters, and advertisements for insertion in newspapers, and afterwards he had to write to the audit department to prepare the required number of tickets. He had also to write to the Government, asking for the remission of duty on excursion trains, and this involved copying the time-table and bill of fares of every such train in order that it might be seen from the mileage to be run and the fares to be charged that the rate was under a penny a mile. In addition he had to write the notices to the locomotive and engineers' department, and to pen the instructions for marshalling the trains and providing the guards to accompany them. A further duty consisted in filling up the printed forms, to be sent to every signalman and gatekeeper on the line, advising them as to the time at which the train would pass their signal-box or gate.

This work often compelled his attendance at the office day and night during the summer season. Yet,

while executing this office work, he was frequently to be seen at the stations where traffic was greatest, giving personal superintendence to the movements of the trains and the passengers. His Diary shows that, during the three years he filled this position in the Midland Company, the average number of his hours of labour during the summer months was eighteen out of the twenty-four!

His time was occupied during the winter months in preparing statistics and checking returns from the Clearing House of the traffic by excursion trains, and in assisting generally in the work of the superintendent's department. A large part of it during those months was passed out of doors, travelling from station to station, investigating questions arising as to claims, or making inquiries as to irregularities concerning the staff. His opportunities during this engagement with the Midland Railway Company gave him an insight into the business transacted, with the result that he mastered all the details of how an English railway was managed. This experience was bought at a price which he could not afford to pay. His whole energies were devoted to the company's service for an annual salary of £60! He had accepted this with a view to educate himself while giving his services in return; but he did not consider it an adequate recompense for continued service. It must be added, in fairness to the company, that he was not an exception, the scale of salaries when the Midland Railway was struggling with difficulties being

very low. Moreover, he had the exceptional advantage of having been allowed to accept the position which he occupied subject to remaining free to help his father when he could do so without detriment to discharging his duty to the Railway Company. As a result he was able to keep in association with his father when his father planned and carried out tours and excursions.

At the close of Mr. J. M. Cook's three years' connexion with the Midland Railway Company, he resolved to begin business in Leicester on his own account, yet to remain free for helping his father during the busy season of tourist traffic. This arrangement continued in force till 1864, when his father's business had increased, and promised to do so at a still more rapid rate, and then his father felt the need for someone in whom he reposed implicit confidence bearing a part of the burden. Mr. Thomas Cook has expressed in print the gratification which he felt when he induced his only son to become the whole manager of his business. In order to do so, the son relinquished the business which he had conducted on his own account.

At first, as has been stated in a previous chapter, the temporary office of Mr. Thomas Cook in London was a room in Great Russell-street. Even there the amount of business transacted was very large, yet its increase soon warranted an arrangement for permanently conducting it in another and more central part of London.

The father and son agreed that an office should be opened in Fleet-street. In the winter of 1864, and before that office was opened, he accompanied his father in a trip through France, Switzerland, and Italy. Their object was to obtain a settlement of accounts for the year which was past, and to conclude fresh arrangements for the following season. This journey was no pleasure trip. Heavy falls of snow in the St. Gothard pass had made travel difficult, while the return journey over Mont Cenis was rendered most trying by windstorms. At one point on Mont Cenis the sleigh in which they travelled was overturned by the wind, and it had to be dug out of the deep snow by a party of men that went to the spot owing to the barking of the mountain dogs.

In the narrative preceding this chapter it was stated how small the staff was when an office was opened in Fleet-street for the transaction of Mr. Thomas Cook's business, Mr. J. M. Cook being then put in charge of the office with an assistant and an errand boy. The whole of the serious work devolved upon him, and he had to prepare much of the matter which was put in type at the printing office in Leicester. It is unnecessary now to do more than add that Mr. J. M. Cook was soon provided by his father with assistants who enabled him to give up much of the clerical work in the office which he had undertaken, and which he soon found to be more than he could execute.

In 1866 he visited America for the first time.

When there he exerted himself to complete arrangements with the railway companies concerned in an excursion through the United States, of which he took charge. He returned to America in November of the same year, and had a very long and stormy passage, arriving at an exceptionally bad season. He had to travel every night but two from the beginning of December to the first week in January, in order to keep the appointments which he had made with railway managers. He had the satisfaction of feeling that he had attained his end, having agreed with the principal railways in the United States and Canada for a system of through booking to the Exhibition to be held at Paris in the following year.

The Midland Railway Company opened a new line for passenger traffic between Manchester and London in 1867, and as the competition for passenger traffic to Paris was thereby increased, Mr. J. M. Cook had to travel once or twice weekly between London and Manchester and the Lancashire districts for the purpose of organising excursion trains. His Diary shows that he was more than 100 nights out of his bed in 1867. Notwithstanding that he had several assistants in the London office, the average number of nights in each year, from 1865 to 1873, which he spent out of bed did not fall much short of 100, while he had to journey from 42,000 to 53,000 miles annually. All this had to be performed without neglecting the business which he managed at the Head Office in Fleet-street.

In 1868 he was appointed by the board of the Great Eastern Railway Company to superintend the company's passenger traffic to the Continent by way of Harwich, and he succeeded in entering into the arrangements referred to in a previous chapter with the railway companies of Holland, Belgium, Germany, and Austria. This obliged him to negotiate with the managers of the railway companies in these countries, and it was not till after much persuasion on his part, as has been already stated, that he obtained their sanction to the introduction of the international system of tickets which he had devised.

Between the years 1868 and 1872 he conducted many parties of tourists through the continent of Europe, through Palestine and a part of Egypt. In 1870, he personally laid the foundation in Egypt of the tourist business, which has expanded since then into one of great magnitude.

After the outbreak of hostilities between France and Germany a new labour was imposed upon him. The system which he had put into operation for the conveyance of passengers from England to the Continent, and through the Continent to the East, had to be remodelled owing to the exigencies of war. As the routes through France had been closed to travellers, a new one had to be found through Germany, and this was done by Mr. J. M. Cook, who travelled night and day for many months superintending the new arrange-

ments for the conveyance of passengers from England by way of Germany to Switzerland and Italy.

The arrangements for the Exhibition at Vienna in 1873, which have been described among the events of that year, occupied much of his time in the one preceding it.

From the 1st of January, 1872, the title of the firm became Thomas Cook and Son, this change being made because it was considered desirable that Mr. J. M. Cook's legal position as a member of the firm should correspond with the duty which he actually discharged.

It was on his own responsibility, however, as well as in accordance with his own views, that the premises in Ludgate Circus were erected in 1872, to serve as a Head Office. The building was considered to be on a very large scale for such a business, and it was planned so that the staff of all the departments would be comfortably housed, and that the work of each should be conveniently performed. Yet the business soon outgrew the accommodation at the Head Office, and branches had to be opened in different parts of London.

He was travelling with little intermission from the year 1873 to 1880, with the view of carrying out his plans for excursions abroad as well as at home, and for tours in various parts of the world. He had many meetings and talks with the managers of railways and steamboat companies before he could bring their views into accord with his own, his object being to convince

them that it was for their interest, and that of those whom they represented, to encourage passenger traffic by offering every possible facility to travellers. Even in America he had some difficulty in getting his views adopted, yet he succeeded there also, with the result of a large increase in the tourist business in America, as well as between America and Europe, and between Europe and America. While engaged in these negotiations, and travelling about from place to place on land or by water, he continued to superintend all the details of his extending business, to compile and dictate hundreds of documents which had to be printed, and to edit *The Excursionist,* a monthly publication issued by his firm for the information of those who contemplated travelling.

The work on which he was engaged till 1880 then became too engrossing and exhausting. Though blessed with a strong constitution, the incessant and severe strain told upon it, and he was obliged to spare himself. Constant railway travelling by night, before the introduction of sleeping cars, was a form of exertion which could not long be continued with impunity. He resolved, then, to make as few trips by rail as he could, and to journey by sea whenever it was possible to do so. He devolved negotiations with foreign companies upon a member of his staff who was thoroughly qualified for the duty, confining himself to suggesting what to do, and approving of what was done if it accorded with his views.

Since 1880 he has devoted much of his time to developing and completing his plans for tourist traffic in Egypt and the East. At the outset he was impressed with the advantages which Egypt held out to visitors from Europe, and of the benefit which would accrue to the Egyptians from the money which wealthy travellers would circulate among them. In this he met with opposition from his father and personal friends, who accounted him either too sanguine, or else mistaken. They had not realised, as he did, the vastness and importance of the valley of the Nile as a place of resort during winter to those who could not endure the cold of Europe, and that a trip up the Nile was as well calculated to benefit the ailing as to afford pleasure to the robust. However, he persevered in his plans, and he has lived to see them approved by those who once doubted their practicability. His firm has now a flotilla on the Nile, consisting of steamers and sailing vessels, which represents an invested capital of a quarter of a million sterling.

A complete system of tickets over all the railways in India was arranged by him in 1881, when he visited India, and travelled over it for the purpose.

The political and military affairs in Egypt became matters of trouble and concern in 1882, and from that year till 1885 he spent much time in Egypt in connexion with the business of his firm, while he played a principal part, as has been shown in a previous chapter, in the expedition which was sent to rescue General Gordon.

Quite as important was the part which Mr. J. M. Cook played when visiting India in 1886, and arranging in concert with the Government for the removal of abuses that had long prevailed in connexion with the pilgrimage to Mecca of Indian Mohammedans. What he effected in this matter has been set forth in the eighteenth chapter.

A long journey was undertaken by him in 1888 through Austria and Hungary, at the suggestion of the administrators of the State railways in both countries, with a view to see what might be done to increase the international traffic on the lines with which they were connected. He arrived at conclusions, based upon his observation and experience in other countries, which, when formulated, were readily adopted. At that time a new route was opened between Constantinople and Vienna, and he journeyed over it by one of the first trains. Since then he has effected arrangements which meet the necessities of the case, and which have been appreciated by a large number of travellers.

From the year 1888 down to the present day he has given special attention to the development of tourist traffic in Egypt. His time during the winter has been chiefly occupied in superintending it, while he has had full employment during the summer months in dealing with reports and statistics. His attention is also given to all questions of finance, and to keeping his extensive staff in efficient working order. The general conduct of the business has remained solely

subject to his direction, while the execution of his orders is left to his staff and to his sons, to whom he has entrusted certain duties in connexion with the business of the firm.

The months of winter during 1890 and 1891 constitute the eleventh consecutive season that Mr. J. M. Cook has passed in Egypt, India, and Palestine. Though far from home, he has always remained in touch with his business. Being in telegraphic communication with his Head Office, he is kept informed from day to day of the progress of affairs, and nothing of moment is transacted without his knowledge and sanction. Indeed, the firm of Messrs. Thomas Cook and Son not only embraces the globe in its operations, but the managing and only responsible partner can conduct its affairs from any part of the earth's surface where he may have made his home for the time being.

CHAPTER XX.

PROGRESS IN THE UNITED KINGDOM.

THE narrative of the beginning and growth of the business of Messrs. Thomas Cook and Son may be fittingly supplemented by general statements of the position which is now occupied by the firm in the four quarters of the globe. The first seed was sown at home, and the cheap excursion train from Leicester to Loughborough in 1841 was the germ of the vast growth which has made the firm famous throughout the British Isles. To nothing can the development of the business be more aptly compared than to that of the wonderful banyan tree on the bank of the Nerbudda, which covers thirteen acres, and provides shelter for seven thousand men. At first the tree was a slender shoot with spreading branches, from which filaments descended to the earth, took root there, and began to grow upwards, thus forming other trees like the parent stem, the process being continued, until a single tree presented the appearance and subserved the part of a small forest.

The first excursion train which Mr. Thomas Cook organised has been the model of the thousands which

have been run since, and the origin of the system which renders excursions and tours by rail one of the departments in every railway company. On the other hand, the tourist traffic over the globe originated in Mr. Thomas Cook's personally conducted parties to the Continent.

The first excursion to which reference has been made above was run over the Midland Counties line, which is now merged in the Midland Railway Company, a company with which Mr. Thomas Cook and the firm bearing his name have always been closely allied. The company and the firm worked in common to encourage excursion trains and tourist trips, expending much money in advertising them, and inviting the public to avail themselves of the opportunities provided for their pleasure. In the position of general excursion and tourist agents for the Midland Company, the Messrs. Cook have been able to provide for the conveyance of passengers not only over the Midland line, but over others also in connexion with it, thus enabling those who held their tickets to go to any point of note in Great Britain and Ireland. Where, however, the Midland line runs in competition with others, then all the responsibility and risk connected with advertising competitive excursions between the chief places served by the Midland Railway, and in which the firm has its own offices and staff, devolves upon it.

The extent to which this branch of the business has increased may be imagined when it is stated that

during 1890 advertisements appeared in the leading newspapers of each town on the Midland system, and that 10,746,950 handbills and 704,700 large posters were printed and circulated. In addition there were many notices in *The Excursionist*, and in pamphlets published by the Messrs. Cook. As a consequence of these appeals to the public, the returns show that hundreds of thousands of passengers were carried by the Midland Railway under arrangement with the firm. The excursion trains provided for these passengers did not run over a limited part of the line or through a narrow district of country; on the contrary, they ran to all points of interest from London in the South, to Aberdeen and Inverness in the North, to Lowestoft and Yarmouth in the East, to Penzance and the Land's End in the West. Indeed, passengers were booked from London to the Isles of Scilly, to the Islands and Highlands of Scotland and to the Irish Lakes.

Besides arranging and advertising special excursions as agents for the Midland Railway, Messrs. Thomas Cook and Son issue tourist tickets at all their offices, enabling travellers to visit every part of the United Kingdom, and to proceed from any part of it to any part of the habitable and civilised globe where railways are in operation, and to which lines of steamships run.

The first excursion train over the Midland Railway carried 570 passengers at one shilling a head, the sum

realised being twenty-eight pounds ten shillings, whereas the business now carried on by the firm in concert with the company represents many thousands of pounds, while the company and its competitors recognise in the firm of Messrs. Thomas Cook and Son a most powerful agency for the development of passenger traffic. It is gratifying to note, what is most creditable to all concerned, that from the year 1841 down to the present day there has not been any formal and legal agreement between the Midland Railway Company and the firm other than leases or agreements for the joint occupation of a few of the branch offices.

It is true that an agreement was executed in 1850 between Mr. Thomas Cook and the company, but it did not last long, or serve any other purpose than to show that such a document was unnecessary. The terms of it related to the working of the traffic during the Great Exhibition in the following year, and they provided that he should receive several shillings for every passenger carried. When Mr. Cook felt convinced that the competition for this traffic would be severe owing to the opening of the Great Northern Railway, he sought an interview with the directors of the Midland. After explaining to them in the board room what his expectations were, and saying that it would probably be necessary to carry passengers from the Midland districts to London for two or three shillings each, the chairman remarked to him: "But,

Mr. Cook, your agreement will prevent us from doing that." Mr. Cook replied: "I have foreseen what you mention; there is my agreement," tearing it in pieces and throwing them into the waste-paper basket. Without any other understanding than that the best was to be done in the circumstances, Mr. Cook began the struggle, leaving it to the directors to remunerate him as they deemed fit; and it is in such a spirit, and on terms of mutual consideration, that the firm and the company have continued to transact business with each other.

Messrs. Thomas Cook and Son subsequently entered into business relations with other railway companies, an arrangement with the North British following that with the Midland. In 1847, the first excursion train to Scotland along the east coast ran over the North British Railway, from Berwick to Edinburgh. From the outset to the present time the North British Railway Company has been on harmonious terms with Messrs. Cook and Son, and all the traffic to the North which was within the sphere of the firm's influence went over the company's line till 1876, when a railway was opened from Settle to Carlisle, and the Midland Company entered Carlisle. Even then, however, the firm remained in alliance with the Midland, the North British, and the Glasgow and South Western. It was the opening of the North British which first enabled Mr. Thomas Cook to open out every tourist route in Scotland as quickly as steam-

boats and coaches were provided to supplement the railway. Though he was deprived for a time of the Scottish excursion business, this was due to the jealousy of rival companies, and not to any misunderstanding with the North British. It was in order that the business of the firm should be adequately carried on in Scotland in conjunction with the North British Company that an office was established in Edinburgh.

Messrs. Cook and Son did not enter into intimate relations with the Glasgow and South Western Company till 1876. So far back, however, as 1846, when the first excursion from England to Scotland was advertised, and when the party under the charge of Mr. Thomas Cook landed at Ardrossan, the journey was continued thence to Glasgow over what was the Ayrshire Railway then, and is a part of the Glasgow and South Western now. Messrs. Thomas Cook and Son have acted as agents for excursion and tourist traffic over the Glasgow and South Western and its connexions from the opening of the Settle and Carlisle railway, issuing tickets to all parts of Scotland over that company's line, and for this purpose an office has been opened in Glasgow.

Among Mr. Thomas Cook's earliest arrangements with a railway company was one made with the Eastern Counties Railway, and this provided for excursion trains being run from Bishopsgate Street Station by way of Peterborough and the Midland Counties system to Scotland, the English Lakes, North Wales, and by

steamer to Ireland. When the various sections of railway which now constitute the Great Eastern were opened or consolidated, Mr. Thomas Cook and his son planned excursion trains to the Eastern Counties from all parts of Lancashire, Yorkshire, and the Midland district. One of the earliest tours to the Continent was arranged and conducted by Mr. Thomas Cook in 1855 over the Great Eastern Company's line, by way of Harwich. It was natural, then, that when the company began to cultivate Continental traffic Mr. J. M. Cook should have been chosen to give practical effect to the company's plans, and to do so as superintendent of this department. Though the official position to which he was appointed was resigned by him in 1873, still the relations between the company and Messrs. Thomas Cook and Son have remained close and mutually advantageous. Tickets are issued by the firm at the head and branch offices for journeys from London to all parts of the Continent over the Great Eastern, and by way of Harwich, and also for excursions from the Lancashire and Yorkshire districts to all the watering-places on the sea which are reached by the Great Eastern Railway.

Messrs. Thomas Cook and Son chiefly act for the London, Brighton, and South Coast Railway as agents for Continental passenger traffic, yet they also issue tourist tickets over that company's line to such health resorts and places of interest as Brighton, Hastings, St. Leonards, Portsmouth, Southampton, and the Isle

of Wight. In 1862 Mr. Thomas Cook persuaded the manager, Mr. George Hawkins, to allow him to develop, if possible, the passenger traffic to the Continent by way of Newhaven and Dieppe. The manager of the Western of France concurred in what was proposed, and a return ticket to Paris was issued for one pound sterling, the result of this great reduction in the cost of travel between London and Paris being to render the Newhaven and Dieppe route popular on both sides of the Channel. Its popularity was most marked when the Great Exhibition of 1867 was held at Paris, a large proportion of the excursion traffic between the United Kingdom and France being diverted to that route. The Channel steamers plying between Newhaven and Dieppe at that time were of an inferior class; since then their places have been taken by others which are equal in comfort and speed to any which make the passage between the two countries. Owing to the cheapness of the tickets by this route and the excellence of the new steamers, a large amount of passenger traffic passes over it, and the association of Messrs. Cook and Son with the London, Brighton, and South Coast Railway is understood to be serviceable and remunerative to the company.

It was shown in a previous chapter how hard it was to convince the manager of the London, Chatham, and Dover Railway Company that the aid of Messrs. Thomas Cook and Son could be invoked with advantage. That company rejoiced in possessing a short

sea route, and it was supposed that this route would advertise itself, so to speak. However, when they lent their aid to make its advantages better known, the passengers who availed themselves of it increased in number, and the company profited beyond what had been thought possible when the scheme of a joint working was first mooted. Since 1873 they have acted as sole passenger agents of the Chatham and Dover Railway for the route by way of Dover and Calais, and since the Queenborough and Flushing route was opened, they have acted in the like capacity for that route also. Occupying such positions, they are able to issue tickets from all their offices throughout the globe for passengers to travel over the mail routes of the London, Chatham, and Dover Railway. Moreover, they also issue tourist and excursion tickets from their offices in the United Kingdom to all the seaside places of resort to which trains are run over this company's lines.

Subsequently to Messrs. Thomas Cook and Son carrying their excursion and tourist system into effect over the Midland Railway, they were able to extend it over the Great Western, booking passengers from the Midlands to the South and West of England. During many years they had their own sets of tickets, enabling the holder to visit all the points of interest in the West of England which could be reached by rail, coach, or steamer. In 1871 they entered into an agreement appointing them agents of the Great Western Company for the issue of tickets over its lines to all places upon

them, and the firm can now supply tickets available by train and steamer for the parts worth visiting in Southern Devon and Cornwall, and across St. George's Channel from Penzance to the Isles of Scilly. They also issue tickets over the Great Western to those who travel between England and America and desire to pass through that picturesque part of the island which may be styled Shakespeare's country.

The London and South Western Railway is one of the few with which Messrs. Thomas Cook and Son have no official connexion, yet their position in relation to the Midland enables them to issue tickets of all kinds from their offices in Ireland, Scotland, and England for tours and excursions over the South Western Railway to the watering places on the South Coast, to the Channel Islands, and to the Continent by way of Southampton and Havre.

The first excursion from Leicester to Liverpool, in 1844, and the first to Scotland, in 1846, passed over the lines of rail which now form parts of the Lancashire and Yorkshire system. Mr. Thomas Cook effected arrangements, during several years, with the East Lancashire and the Lancashire and Yorkshire Railways for running excursion trains over their lines, until these companies appointed an agent of their own. Then the Lancashire and Yorkshire Company gave up having an agent for excursion and tourist traffic. However, in 1887 his son succeeded in coming to terms with that company, and his firm now acts as agents for excursions

to the chief health resorts on the Lancashire coast, while enabling excursionists to travel to Scotland, the East and West Coast of England, and to London from the crowded districts in which Bolton, Blackburn, Oldham, Burnley, and Manchester stand. This business is carried on at the offices of the firm in Manchester, Liverpool, Bolton, Oldham, Blackburn, Burnley, Leeds, Bradford, Sheffield, and also at the firm's agencies in Halifax, Huddersfield, Hull, Southport, and Stockport.

A network of lines, connecting the Midland, the Great Northern, and the Manchester, Sheffield, and Lincolnshire Railways, and belonging to these companies jointly, is known as the Cheshire Lines. These lines give the Midland access to Manchester, Liverpool, Southport, and Chester. Messrs. Thomas Cook and Son act as excursion and tourist agents over the Cheshire Lines, issuing tickets to and from Liverpool by this route, and they do so chiefly in connexion with passenger traffic between America and Europe, this business being conducted at their office in Liverpool.

The foregoing particulars exhibit the extent and completeness of the firm's relations with the leading railways in Great Britain, and these relations are quite as comprehensive in that part of the United Kingdom called Ireland. They are able to issue tickets which serve the holder over every Irish railway, and these tickets are supplied at reduced rates when they relate to international traffic between America and Europe. The tourist who desires to land at Queenstown and see

what is best worthy of seeing in Ireland before crossing to England or Scotland, can obtain a ticket from Messrs. Cook enabling him to visit the most notable places from the Lakes of Killarney to the Giant's Causeway. The firm has agencies at Queenstown and Cork, where these tickets are issued; their own offices, where all branches of their business are conducted, being in Dublin and in Belfast.

Besides the travel by rail for which Messrs. Thomas Cook and Son can make provision at their offices in the United Kingdom, they can also book passengers by every leading line of steamers running from the ports of Ireland, Scotland, and England to any part of the globe.

CHAPTER XXI.

A SUMMARY OF THE BUSINESS IN EUROPE.

MESSRS. THOMAS COOK AND SON have formed alliances with the principal lines of railway on the Continent of Europe, and, as France is the country nearest to their base of operations, the arrangements in that country may deserve precedence. These refer specially to the Western Railway, which is in direct connexion with the route from England by way of Newhaven and Dieppe. It was to this route that the firm first diverted the passenger traffic between the two countries on a large scale, rendering it easy as well as cheap to reach France from England and England from France. At a later date the firm was enabled to issue tickets by way of Dover and Calais. At present the passenger who desires to travel by either route has the option of doing so, the inducement to choose that by way of Newhaven and Dieppe being that the fare is much lower, though many passengers have personal reasons for preferring the shortest possible sea passage.

Whichever route to and through France may be

selected, the holders of the firm's tickets may use them to continue their journey to Belgium, Germany, or Italy. If any Frenchman, or an Englishman who is in Paris, should desire to start from it to the watering places in Normandy and Brittany, he can do so by obtaining tickets at the office in that city.

At the same office there, as at any in the United Kingdom, the tourist can obtain tickets to Italy by the Paris, Lyons, and Mediterranean Railway, and to points in the far East which are reached by beginning the journey over that line of rail. The firm issues its own tickets over every branch of that company's railway to Switzerland, the South of France, and the Riviera.

In 1862, when Mr. Thomas Cook first began extending his operations beyond Paris over the European continent, he found the Manager of the Paris, Lyons, and Mediterranean Railway disposed to second him in carrying out his projects. From that time to the present the company has worked cordially with his firm and been ready to lend their aid in developing international traffic.

When Mr. Thomas Cook applied to the Eastern of France Railway Company to further his plans, he was received with an avowed desire to carry out his wishes with regard to international passenger traffic. An arrangement was made by him in concert with the respective companies for combining circular tickets to

Switzerland over the Eastern of France with tickets over the Paris, Lyons, and Mediterranean Railway, and these tourist tickets were issued at a reduced rate. At present the firm issues tourist tickets at their Paris office over the Eastern of France Railway to all parts of Switzerland, Italy, Germany, Austria, and Turkey.

The Midi Railway of France connects with that of the Orleans Company in the direct route between France and Spain, and the firm issues tickets in conjunction with it to Spain and Portugal.

Besides offering these facilities to travellers from or through Paris to distant parts of France, or through France to Europe and the East, the Messrs. Cook have arrangements with the French railway companies for conducting excursionists during the summer months to the chief places of interest in the suburbs or within a short distance of Paris. The firm furnishes carriages for these excursions, and it often happens that as many as 100 horses have to be employed in a day. In addition to the offices of the firm in Paris, there are others in Nice, Cannes, Mentone, and Marseilles.

Messrs. Thomas Cook and Son have made adequate provision for the tourist in Switzerland. Wherever a railway is in operation or a coach or steamboat runs in that country, the tourist can avail himself of the tickets issued by them. The tourist who takes the firm's tickets can break his journey whenever it suits him, and resume

it at pleasure. The tourist traffic through Switzerland is now very important, and arrangements to provide for it have been made by the firm on a suitable scale. It has offices in Geneva, Lausanne, and Lucerne, where tickets are supplied, and where the tourist obtains all the information that he can reasonably desire.

As the official agents of the Italian Railway Administrations, the Messrs. Cook issue direct and circular tickets to all places of note in Italy, while these tickets can also be obtained from them in combination with others which will serve over the globe. The firm also supplies tickets for the boats on all the Italian lakes, and for passages by all the Italian sea-going lines of steamers.

Since Mr. J. M. Cook purchased the funicular railway up Vesuvius, the line and the rolling stock have been renewed, and the railway is now in a much better condition for carrying passengers than it has ever been. Owing to greater confidence being felt in it, the number of passengers has increased and is increasing.

The firm's business in Italy is conducted with a special view to afford the assistance there of which English, American and Colonial travellers stand in need. The firm's interpreters are in attendance at the principal railway stations and the seaports, and they can be easily recognised by their uniform, their duty being to render what help the holders of Messrs. Cook's tickets

may require. The services of these interpreters are in chief request, and they meet with full appreciation at such seaports as Genoa, Venice, Naples, and Brindisi.

There are six offices of the firm in Italy, and there is an agency in Turin, the offices being in Milan, Florence, Venice, Rome, Naples and Brindisi.

The traveller through Holland, Belgium, and Germany can avail himself of the tickets issued by Messrs. Thomas Cook and Son, which are serviceable on all the railways and which can be obtained in combination with tickets for other countries. They have no office in Holland. Their Belgian office is in Brussels, and their German one in Cologne.

It is as far back as 1865 that Mr. Thomas Cook conducted his first party of tourists through Austria, yet his firm did not obtain a footing in Austria or Hungary for the conduct of their business till the Exhibition at Vienna in 1873. From that date the travellers in Austria and Hungary holding the firm's tickets continually increased in number; nevertheless, as has been stated already, it was not till 1888 that the firm felt justified in incurring the outlay necessary for opening an office in Vienna. The Viennese themselves were most desirous of the office being established, and the Burgomaster had more than one meeting with influential citizens with a view to making a direct appeal to the Messrs. Cook. Since the office has been opened the

business transacted continues to grow. Members of the Imperial family, and many of the Austrian aristocracy, are among Messrs. Thomas Cook and Son's clients.

The Hungarians being as anxious as their Austrian brethren to have an office of the Messrs. Cook in their capital, one was opened in Budapest in 1888. Before this time Mr. J. M. Cook had made an extended tour through Hungary, at the request of the managers of the State railways, with a view to see how tourist traffic could best be developed. The result was the completion of arrangements for the issue of tickets by his firm which were available both for railways in Hungary and Austria, and for all railways in communication with them, as well as for others throughout the world.

In 1875 the first party of tourists under the auspices of Messrs. Thomas Cook and Son visited the North Cape, and other parties made trips through Scandinavia in succeeding years. Till then Scandinavia was not a tourist field for the Americans or the English. The arrangements for the accommodation of travellers were imperfect; moreover, the character of the country was little known, and the places of chief interest had not been ascertained, or, if their names were familiar, the best way of reaching them was an unsolved problem.

Before organising travel throughout the country and undertaking to conduct tourists, the Messrs. Cook sent qualified persons to explore and report, and two of their representatives were employed for upwards of

twelve months before terms were concluded with the railway and steamboat companies. However, arrangements were effected in 1875 for the issue of tickets for travel through Scandinavia, and these arrangements were widely advertised. At first the steamers were so few and inferior that the firm had to charter a suitable steamer for the earliest personally conducted tour to the North Cape. All this is changed now, as excellent boats, which have been built for the conveyance of tourists, run regularly. During the busy part of the season special steamers are despatched from Great Britain by the firm for the convenience of those voyaging round Sweden and Norway, and to the Arctic regions. For those who traverse the country the Messrs. Cook provide landaus and carrioles, which have been constructed for them. They also issue tickets available through Scandinavia to Russia, including trips on the Volga. In order that their clients may be well cared for in Scandinavia, they have an office in Bergen, and an agency in Christiania.

It was some time before the negotiations between the firm and the managers of Spanish railways were brought to a satisfactory issue. These began in 1872, and for a year the firm was represented in the country by a gentleman well capable of conducting them. At last, however, a contract was drawn up and executed under which the firm was authorised to prepare and introduce a system of international tourist tickets re-

sembling that in use throughout Italy. When tickets had been printed, maps engraved, and all the preliminaries at an end, the Carlist insurrection broke out, and for several years after it seemed undesirable to endeavour to increase international travel through Spain. However, on the country becoming peaceful again, the firm recurred to the original design, and proposed to carry out its part of the contract. Meantime the political changes in the country had affected the administration of the railways, and the new managers repudiated the engagements into which their predecessors had entered.

In the autumn of 1877 Mr. J. M. Cook attended a conference at Madrid of the managers of the Spanish and Portuguese railways. He made it clear to them that they had put into operation the system of tours embodied in the agreement between him and them, and that, in their correspondence with each other, it was referred to as the "système Cook," yet this did not disconcert them; on the contrary, they maintained that they might adopt Mr. Cook's ideas, and repudiate their contract with him at their pleasure. Thereupon Mr. J. M. Cook informed the conference that if his firm were treated in such a way it would take no further interest in Spain or Portugal. The managers then admitted they had gone too far, and they proposed to renew negotiations. Nothing was done in that direction for a time, yet, at the request of some of its clients,

the firm planned one or two personally conducted parties through Spain. Still, it was not till 1888 that the Spanish managers again invited the firm to co-operate in extending tourist traffic. The result was gratifying, and the firm opened an office in Madrid, where many international tickets have been issued.

CHAPTER XXII.

THE BUSINESS IN EASTERN COUNTRIES.

In 1868 Mr. Thomas Cook made his first exploratory visit to the East, and after he had done so he conducted parties of tourists to Constantinople and Athens. His son, or a representative of his firm, did so also, and many friends afterwards requested him to engage in further developing the tourist traffic through Eastern lands. But it was not till 1883 that it was decided to open the offices at Constantinople and Athens, in which arrangements can now be made for travel to all parts of Turkey and Greece. The firm not only supplies tickets, but it also furnishes dragomans and tents, and the entire equipment necessary for travel over any of the available routes.

Since the opening of the direct line of railway to Constantinople by way of Vienna, Budapest, Belgrade, Sofia, and Philippopolis, travel between Europe and the East has been revolutionised. From the outset the Messrs. Cook made their arrangements in view of the change, and now they are able to issue tickets by the new routes in combination with the lines of steamers plying in the Mediterranean. Most of the notable tra-

vellers in the East, the ambassadors and Government officials, have availed themselves of the advantages thus held out. At times of political excitement and disturbance travelling in that part of the world is attended with special inconvenience. Happily, the Messrs. Cook have been able, through the medium of trustworthy representatives, to give efficient aid on an emergency to the distinguished persons who have put themselves under their care. They have an office in Athens; one in Constantinople, and a branch office in Galata.

The extension of the firm's business to Palestine was noted in a previous chapter as being a great advance in the direction which coincided with the ideas and aims of Mr. Thomas Cook. When he was but a novice in the business which afterwards owed its growth to his perseverance, he longed to conduct a party of tourists to Egypt and Palestine. This was in the year 1844. At the present day the majority of those who make a tour in the Holy Land do so on the lines which have been laid down by Messrs. Thomas Cook and Son.

All persons who now wish to travel through Palestine can easily avail themselves of their experience. The firm has its own offices and salaried representatives in Jerusalem, Jaffa, and Beyrout. Those who hold the firm's tickets and land at Jaffa may do so with a tranquil mind. They have nothing to do but to point out their luggage to the Messrs. Cook's boatmen, and wait till their representative tells them to enter the boat. After landing, their luggage is passed through the Cus-

tom House without their being inconvenienced, and they leave Jaffa for Jerusalem or elsewhere either in a carriage or on horseback, according to the arrangement which they made when taking their tickets.

In order that the visitors to Palestine and Syria might be conveyed through the country in comfort, the firm caused nine landaus to be built in Switzerland and forwarded to Jaffa, the landaus being on the model of those which are in use over the Alpine roads. The firm has a stock of tents and camp equipment sufficient to enable 1,000 persons to be accommodated under canvas at the same time. During the busy part of the season it is not uncommon for the firm to have 700 to 1,000 animals employed in the service of tourists.

From the year 1868, when the firm began the tourist business in Palestine, to the present day, as many as 12,000 persons have visited that country and Syria under arrangements made by it. Among these travellers may be named His Royal Highness the Duke of Edinburgh, the Duke of Clarence and Avondale, Prince George of Wales, their Imperial Highnesses the Grand Duke and Grand Duchess Sergius, the Grand Duke Paul of Russia.

Mr. Thomas Cook occupied himself during several winters in conducting parties of tourists through Palestine and Syria. Mr. J. M. Cook began to do likewise in 1870, and from that year to the present scarcely one has passed in which he has not visited some part of the Holy Land.

The first party which he conducted through Palestine and Egypt was composed of English and Americans, and it was the largest of the kind which, till then, had voyaged to the First Cataract and back. The steamer *Beherah* was chartered from the Khedive's Government for the use of the party, and the Government made Mr. J. M. Cook pay the large sum of £1,848 for the hire of the steamer, insisting upon the payment being made in English or French gold before the steamer left Boulac.

His eldest son, Mr. F. H. Cook, spent three seasons in Palestine, and he accompanied Canon Tristram to the farthest point of Moab which has yet been visited by Europeans, traversing also the Sinaitic desert and the more familiar parts of Syria and Palestine. During his presence in the country he was requested by the British Consul to travel with their Royal Highnesses the Duke of Clarence and Avondale and Prince George of Wales. He also superintended the arrangements for conducting a large party of French pilgrims in 1881.

Two younger sons of Mr. J. M. Cook have had experience in travel in the Holy Land, Mr. E. E. Cook having visited all the points of interest, and Mr. T. A. Cook having spent parts of several years in the country. In 1888 the latter was entrusted with the duty of conducting the Grand Duke and Grand Duchess Sergius and the Grand Duke Paul through Palestine. Many of the firm's chief representatives have conducted persons of note through the Holy Land, and parties have regu-

larly gone there year after year, so that the way through the country has now become a beaten track for the Messrs. Cook, who are now able to arrange for conducting parties of any size and at any time.

Though the business of travel in Palestine and Syria is very extensive, yet that in Egypt is the most important which the firm carries on beyond the limits of Europe. It has been shown in a previous chapter how that business began and expanded; how the office in Cairo had to be enlarged several times and finally rebuilt over a greatly increased area; how, from having to hire two steamers when Mr. Thomas Cook conducted a party up the Nile in 1869, Messrs. Thomas Cook and Son have become the owners of a fleet of steamers and sailing boats representing the investment of two hundred and fifty thousand pounds sterling, and how the passenger traffic on the river is now virtually in the hands of the firm. This marvellous change has been effected by Mr. J. M. Cook.

In his opinion the further development of the Nile traffic would be of immense benefit to Egypt. While much of the prosperity of the country now is attributable to the wise system of government which has existed since the British occupation began, not a small share of the money which has flowed into the country, which circulates among the people and enriches them, is directly due to the development of the traffic through Egypt and on the Nile, and for this Mr. J. M. Cook deserves the chief credit. Before he took charge of

the steamers which ran in the service of the Khedive, these steamers were a cause of loss to the Egyptian Government; after they passed under his direction they became a source of profit.

It required foresight as well as boldness to begin what he performed. He had to expend a large sum upon the old steamers in order to render them comfortable, and unless this cost had been incurred, first-class passengers would have declined to travel in them. In view of what he did, and the risk which he ran, the ex-Khedive, Ismail, ordered his Ministers to enter into an agreement with Messrs. Thomas Cook and Son, under which that firm acquired the exclusive right during a term of years of running steamers on the Nile for the conveyance of passengers.

When the expedition for the relief of Gordon was in preparation, the representatives of the Admiralty asked Mr. J. M. Cook whether he was prepared to part with his rights under that concession to the Government. His reply was in the affirmative. He was then asked whether, in the event of the Government acquiring the steamers, he was further prepared to work them on Government account, and to this he replied in the affirmative also. In these circumstances the Government had the option of purchasing the firm's interest in the steamers, which Messrs. Cook would continue to work as Government servants, or of entering into a contract with them to do the necessary work on the Nile. The Government chose to enter into a contract. How

faithfully and successfully it was carried out by the firm has been set forth in a previous chapter.

As soon as the expedition was decided upon, a question arose as to how the troops and stores of the Egyptian Government were to be carried. Thereupon Mr. J. M. Cook informed the Government that, partly out of consideration for the concession which he held from it with regard to steamers on the Nile, he would undertake the transport of men, munitions, and stores at the cost of so doing. The offer was accepted and, though the task proved to be far more laborious than was anticipated, it was treated by the Government of Egypt as having been performed gratuitously.

Before the expedition was well under way, Colonel Sir Colin Scott Moncrieff conceived the notion that, if the navigation of the Nile were thrown open, the traffic on the river would be greatly increased. Before submitting his views to the Khedive, in the hope of the Khedive issuing a Decree to carry them into effect, he had an interview with Mr. J. M. Cook and informed him of what was in contemplation. Mr. Cook expressed himself ready to further Colonel Sir Colin Scott Moncrieff's views, yet he suggested that special consideration should be shown to his firm for the risk run and the money expended in connexion with the Nile steamers. What Mr. J. M. Cook asked and deemed fair was that it should be clearly stated in the Decree that it did not affect the concession granted to his firm for the convey-

ance of tourists, but that for all other purposes the Nile was to be declared free.

It was found at the close of the expedition that the old steamers belonging to the Egyptian Government were in such a state that they could not be employed again for the conveyance of first-class passengers. On ascertaining this Mr. J. M. Cook voluntarily surrendered whatever rights his firm had acquired under the concession from the Egyptian Government, and returned the steamers. After doing so he took upon himself the sole responsibility of building steamers of a kind and class which he considered suitable for the passenger and other traffic on the Nile which his firm had developed.

The Egyptian Government found after the close of the expedition that their own steamers by which the postal service was carried on between Assiout and Assouan were not fitted for the work, and the Ministers of the Khedive appealed to Mr. J. M. Cook to take into consideration whether he would enter into a contract with the Government to take over the old boats and build new ones adapted in all respects for the business to be done, and also conduct the service on a fixed scale of rates. Mr. Cook formulated the conditions under which he would do what was asked. Nothing was settled, however, at the time. Egypt was then in a disturbed state, and it was not till 1889, after the proposed contract had been repeatedly considered and somewhat modified, that it was signed and acted upon.

Under this agreement Messrs. Thomas Cook and Son enjoy the exclusive right, during a term of years, of carrying the mails, specie, and the civil and military servants of the Egyptian Government between Assiout and Assouan. The Government is the larger gainer by this contract, inasmuch as it did not find the capital for the construction and service of the fleet, while the mails and specie are carried free and the civil and military servants at reduced rates. It is obvious, then, that the firm has rendered an adequate return for the contract which it holds for traffic on the Nile; moreover, the dwellers upon its banks have ample cause for gratitude. Whatever services they render, and whatever provisions they supply to the Nile steamers of Messrs. Cook, are immediately and amply paid for. They are not mulcted of their just profit as in bygone days. In 1870, when Mr. J. M. Cook first led a party up the Nile, he was shocked to see the system which then prevailed and which he was powerless to check. When the steward of the steamer required a stock of provisions, he informed the captain, who would stop the steamer near to a productive village. The whistle was blown or a messenger was sent to summon the village sheikh, in whose hand a list was placed of the things which were wanted. The articles were speedily brought, the steward paid for them what he pleased, while the sheikh handed to the villagers what he considered to be their proportion, which was usually smaller than that which he kept to himself. At present fixed and fair

prices are paid for every article supplied. A large amount of money is circulated in Upper Egypt in consequence of the tourist traffic there, and the natives of the country bless the source to which they owe this.

Besides having a contract with the Egyptian Government, the firm has one with the English Government for a term of years, under which it has the sole right to carry troops and material for military purposes between Cairo and the First Cataract. The tourist and other traffic on the Nile is so well served by this firm that there is virtually no competition for any business which may be obtainable outside of the firm's contracts. No one cares to risk money in constructing new steamers; one steamer alone keeps up a semblance of competition, and this was built for the so-called Egyptian Company.

The mail service conducted by the new boats of Messrs. Cook gives greater comfort to native passengers than they ever enjoyed before, and as these boats are run with the regularity which is the rule in Europe, the natives are rapidly learning how much superior steamers are to sailing-boats; they are arriving at the conviction that time has a value, and that it is cheaper for them in the long run to pay more for a passage in a swift and sure steamer than less for a slow and uncertain passage in a sailing-boat.

The operations of the firm in Egypt spread over so wide an area, and embraced so many spheres of exertion, that it became necessary to provide for the repairing and fitting together of steamships as well as to pay

for their building. Hence Mr. J. M. Cook recently bought a valuable property on the banks of the Nile at Boulac, from a member of the Khedival family, whereon the ex-Khedive, Ismail, had erected blocks of buildings at a great cost, the total area being upwards of 20,000 square yards. There are sufficient facilities and space here for constructing the largest steamer which is likely to be required for service on the Nile. The establishment at Boulac contains brass and iron foundries, as well as engineers' and carpenters' shops, and a dwelling for the storekeeper.

In this establishment the splendid steamer called *Rameses the Great* was put together. She was constructed at the Fairfield Works on the Clyde, was taken to pieces, and forwarded to Egypt in 3,750 cases. The first part of the ironwork arrived at the establishment on the 11th of November, 1889; a fortnight later the steamer was ready for launching on the Nile. Before starting on her first voyage on the 4th of February, 1890, an entertainment was given on board, at which many notable persons were present. Towards the close of it Major-General Sir Francis Grenfell proposed the health of Mr. J. M. Cook, and wished prosperity to his firm, and Mr. Cook, when replying, stated in the course of his speech that it was twenty years before, on the 28th of January in that year, that he started on his first voyage up the Nile, and then he had to pay for himself as well as all his passengers. When he made that voyage there were 136 dahabeahs and one steamer

carrying passengers on the river, while at the time he spoke there were fifteen steamers and not thirty dahabeahs. He added that, in the course of the following week, as many as six steamers would leave Cairo and proceed up the Nile. If the regular postal steamers to Assiout and two extra steamers were added, the large number of 19 steamers would be at work on the same date. After stating how the hull of the *Rameses the Great* had been put together in a fortnight and launched on the fifteenth day after the first truck had arrived with the cases containing a portion of it, and that 70,000 rivets had been driven during the fortnight, he pointed out that the days occupied in fitting up the steamers had been 30,291, and that, out of the number, 6,150 days were spent by Europeans at the work and 24,141 by Egyptians. He had been assured by the superintending engineer who came from Fairfield that the steamer *Rameses the Great* could not have been put together on the Clyde in the same number of days as on the Nile. Towards the close of his speech Mr. Cook remarked that, during the twenty years his firm had conducted passenger traffic on the Nile, from three to four millions sterling had been circulated in Egypt by travellers.

The business of the firm in Egypt is under the personal supervision of Mr. J. M. Cook and his son, Mr. T. A. Cook, with the assistance of competent Europeans. It is Mr. Cook's rule, however, to employ a native whenever he is fitted for the work, and,

provided the natives display the requisite capacity, they are preferred to fill vacancies in all the departments. In consequence of this there are many natives in the firm's employment, some having occupied that position since 1869, when the firm began business in Egypt, while others have been trained since then to discharge their duties. Both the Government and the natives have good reason to regard this firm with favour and to treat it with confidence.

The Central Office in Cairo is the place whence the orders emanate for the general control of the business in Lower Egypt, while there are offices at the Arsenal for the work necessary to be done there. As regards Upper Egypt, the chief office is at Assiout, there being branches at Keneh, Luxor, and Assouan. In consequence of arrangements with the Government, all the postmasters in Upper Egypt act as agents for the issue of tickets to natives who use the mail steamers.

His Highness Tewfic Pacha, the present Khedive,* has taken the greatest interest, ever since his accession, in the doings of Messrs. Thomas Cook and Son. When the fine steamer *Rameses the Great* was ready, His Highness wished to be the first to inspect it, and expressed his opinion that the comfort of its arrangements was equal to that of the best steamer in the fleet of the Peninsular and Oriental Company.

In conversation with distinguished visitors, the Khedive frequently enlarges upon the advantages which

* Died Jan. 7th 1892.

have accrued to Egypt owing to the efforts made by Messrs. Cook to promote travel there, and he has shown his personal appreciation of this by conferring the orders of the Osmanieh and the Medjidieh on Mr. F. H. Cook for his special services to Mohammedans in connexion with arrangements for the Mecca pilgrimage, and also on Messrs. E. E. and T. A. Cook, in recognition of the work done by them in Egypt, while he has decorated their father, Mr. J. M. Cook, with the order of the Medjidieh of two different grades, and His Highness has marked the fiftieth anniversary of the firm's origin by bestowing upon him the order of the Osmanieh, through a special representative sent to England.

CHAPTER XXIII.

INDIA, AUSTRALIA, AND AMERICA.

THE summary of the business in the East, which was given in the last chapter, is continued in the present, with the intention of concluding the subject on arriving at America, and thus returning to the West after making a circuit of the globe on paper.

Since 1880, when Mr. J. M. Cook first visited India on a tour of inspection, the business carried on by his firm there continued to grow without ceasing. It is true that the support which he received from the authorities at home was of great service to him in India, and led to his entering into pleasant relations with the managers of the Indian railways. The chief business of the firm in India now consists in supplying tickets available by the best lines of steamships and over the Indian railways to the many English travellers who journey to and from and through that country, and also supplying them to those who occupy a military or civilian position there in the Government service when proceeding to their stations or returning home.

Many of the Indian princes and wealthy natives desire to visit Europe, and, as has been pointed out in a previous chapter, they can do so most comfortably under the guidance of Messrs. Thomas Cook and Son. Moreover, the poorer natives of India who profess the faith of Islam, and who wish to make a pilgrimage to the tomb of their prophet, are now able to benefit by the firm's arrangements, as has also been set forth. It was long before the firm could deal with the pilgrims satisfactorily. From Mr. J. M. Cook's visit to India till 1886 the matter was under discussion, and he was fully occupied for a time in becoming thoroughly conversant with India, and in completing his arrangements there for the convenience of others than Mohammedan pilgrims. In the year 1886 the pilgrimage was deprived of many of its horrors, the pilgrims being then effectively protected from crimps, low lodging-house keepers, and sharpers, who preyed upon them, and who, after plundering them, sometimes left them to die. In the firm's history many strange burdens were laid upon the shoulders of the partners. Thus it was an unexpected request to provide for the safe transit of the valuable animals belonging to the Queen and others to the Cattle Show at Vienna in 1873. Scarcely less novel was a request on the part of the English Government to aid the expedition for the rescue of Gordon in its course up the Nile. Yet quite as curious as either was the call made by the Indian

Government to enable Indian Mohammedans to go on pilgrimage to Mecca and Medineh, and return home under the care of the Messrs. Cook. They relieved pilgrimages of their dangers, after removing discomforts out of the paths of tourists.

The business in India and Burmah is carried on at offices in Bombay, Calcutta, and Rangoon, where tickets can be procured for all lines of railways and steamers. An addition has recently been made to the business in India by the establishment of a banking and agency department for the convenience of their patrons.

An office was opened in Melbourne in 1879; but, before that year, an endeavour had been made by the Messrs. Cook to establish an excursion and tourist business throughout Australia on the home model. The railway companies in the several colonies were averse to making the necessary arrangements. Mr. Byron Moore, a respected citizen of Melbourne, conducted the affairs of Messrs. Thomas Cook and Son till the opening of their own office. The firm has now four other offices, one at Sydney, one at Auckland, one at Adelaide, and one at Brisbane, and sixteen agencies in addition. Moreover, Messrs. Cook edit and publish a monthly containing full information about tours in Australia and New Zealand, and in other parts of the world, under the title of the *Australasian Travellers' Gazette and Tourist Advertiser.*

The existing arrangements for tourist traffic in the Southern Hemisphere are due to Mr. F. H. Cook, who visited the colonies of Victoria, New South Wales, and South Australia in 1887, and entered into negotiations with the railway companies, which ended in a result that has been satisfactory to both parties. What he then saw and what he saw in the following year impressed him with the value of the country as a resort for tourists. All the places of interest both in Australasia and New Zealand were visited by him, so that his personal knowledge of the attractions in them is minute and extensive.

The Messrs. Cook have agreements not only with all the railway administrations in Australia and New Zealand, but also with the coaching and steam-shipping companies, and they are able to run excursion trains on the same conditions as in England. In Australia, as in India, special advantages are held out to visitors from other countries. The Commissioners of Railways in Australia have sanctioned the issue by the firm of a series of tickets at reduced rates, these tickets being designed for the use of foreign visitors and to attract tourist travel. The business has grown so much, especially in Victoria, that the firm has recently been obliged to take more extensive offices in Melbourne.

New Zealand has even greater attractions for the sightseer than any other colony. Tourist travel is increasing there, and the Messrs. Cook have their chief

office at Auckland, and branch offices at Dunedin and Rotorua, the latter place being the centre of the wonderful Hot Lake district. Mr. F. H. Cook was greatly impressed with New Zealand, where more interesting sights are to be found within a limited area than in any other country, and he considers that in the future it will be a great place of resort. He has written about it as follows: "In the South Islands there are fjords rivalling those of Norway in solitary grandeur, waterfalls higher than those of the Yosemite, and lakes that will bear comparison with those of Switzerland or North Italy, with mountain ranges and peaks which test the powers of the best Alpine climbers. In the North Island is the wonderful Hot Lake district, as interesting as the far-famed Yellowstone Park, though the geysers are not so fine or so numerous. It is commonly thought that since the frightful eruption of Tarawera, which destroyed the pink and white terraces, there is nothing of interest in the district, whereas nothing can be farther from the truth. The awful scene of desolation caused by the eruption is quite as interesting in its way, if not more so, than the terraces can ever have been, and the hot springs and geysers and the extraordinary mud volcanoes still remain uninjured. Then, again, beyond the region of Tarawera is the 'bush' or forest-land, which never ceases to charm with its endless variety of trees and ferns. The Maoris, too, though almost as degenerated as the Red

Indians, maintain their old habits and habitations, and are worth the journey from England to see."

The business of Messrs. Thomas Cook and Son has grown so rapidly in America as to be in close rivalry with that conducted by them in Europe. An American edition of their monthly, *The Excursionist and Tourist Advertiser,* is published in New York for the benefit of the public in the United States and Canada. A great part of the work done relates to tours from America to Egypt, the Holy Land and Europe, yet a part of it is specially designed for Americans who desire to visit Mexico, Japan, or the West Indian Islands. Moreover, excursion parties to some parts of the United States, such as California and Florida, are planned and conducted by Messrs. Cook, and tourist tickets are issued to all parts of America.

A very useful and important part of the American business is that which is connected with the exchange and banking department. The American who purposes visiting some foreign country not only can obtain tickets from the Messrs. Cook, but they will also furnish him with circular notes or letters of credit, and with foreign money in exchange for his own. The firm has nineteen agencies on the North American continent, the cities in the United States in which they are to be found being Baltimore, Detroit, New Haven, Portland, Niagara Falls, Hartford, New London, St. Augustine, Providence, Worcester, Washington, and St. Louis. In

Canada there is an agency at Toronto, Quebec, Montreal, Hamilton, Kingston, St. John, and Ottawa.

The Head Office in the United States is in New York, and there is also a branch in that city. There are branches in Boston, Chicago, Philadelphia, Jacksonville (Florida), and in San Francisco.

CHAPTER XXIV.

HOW THE BUSINESS IS MANAGED.

THE growth of the business which Mr. Thomas Cook originated in 1841 resembles a fairy tale. Its existing magnitude is in such contrast to its small beginnings that it is difficult to believe that so much has been accomplished during the lifetime of the two partners, and as the result of their personal exertions. Mr. Thomas Cook began his career with more enthusiasm and energy than capital, and he inspired his only son with the feelings which influenced him, the father and son rapidly transmuting their enthusiasm and energy into capital, and being able, after the lapse of a few years, to give effect to their wishes on a scale which is truly gigantic.

Much that was set forth in the small pamphlet produced for private circulation only, on the completion of the fortieth year of the firm's business, might be repeated without great variation now that the Jubilee is celebrated. Ten years ago it was written that the firm had often been startled by statements to the effect that "Cook's are American speculators," or that "there are no Cooks in the business," and that men have waited

upon railway and steamboat managers representing themselves as "of the firm of Messrs. Thomas Cook and Son," or as sons or brothers of its members. The views of these persons were probably as dishonest as their representations were untrue. In America the delusion prevails that Messrs. Thomas Cook and Son is the title of a very large Joint Stock Company, and many Americans display a trace of scepticism, and express intense surprise when they are introduced to Mr. J. M. Cook and informed that he is the sole responsible partner in a firm which really exists, and which is a purely private body.

Ten years ago it was said—and the words are happily applicable still—that the firm consists of two members only, the one being the senior, who had retired from active business, and who was its founder; and his only son, who has been the sole managing partner for many years. It was then said—what may now be repeated with equal truth—that the capital embarked in the business has been provided exclusively by the partners, and that the sole responsibility for the financial as for the other matters connected with it is borne by Mr. J. M. Cook. It was supposed at the time to which reference has been made that the managing partner had but a slight experience; but those who said this little knew that the managing partner was, so to say, brought up to the business from boyhood, and that his earliest experience as a youngster was to act as the conductor of an excursion party of boys and

girls, many of whom were his seniors. In the sketch which has been given of Mr. J. M. Cook's "Life and Labours," nothing must impress the reader more than the thoroughness with which he qualified himself for the duties that he has discharged with a conscientiousness and skill to which the existing condition of his firm's business bears irrefragable testimony.

The manner in which the business began, almost by accident, and expanded as if by magic, has been shown in the earlier chapters of this book. At present it is but necessary to repeat the facts that, in 1841, Mr. Thomas Cook was the founder of the business; that in 1864 his only son, who is at present the sole managing partner, joined him; and that the senior partner retired in 1878, leaving his son in the position which he now occupies.

Three generations are now represented in this business. The first originated it, and his name appears in the title of the firm; the second perfected it, and he is in supreme command. These two, father and son, were the only sons of their parents; while the third generation consists of the three sons of Mr. J. M. Cook, and they have been carefully trained to carry it on in the future.

Each of them has been engaged in some department of the business for many years. Mr. F. H. Cook, the eldest, has personally taken part in conducting tourists traffic in America, India, and Egypt; he has travelled through the Caucasus and Persia,—his brother

Mr. E. E. Cook accompanying him through Persia,—Australia, and New Zealand, and parts of the world little known, to see how far the ground could be smoothed for tourists. His brothers, Messrs. E. E. and T. A. Cook, have also been initiated into the practical working of the business, more particularly in Palestine and Egypt; they have been taught how each department is managed, and they are now entrusted with the supervision of important departments. The whole three have been trained to be travellers; they have seen more of the world than many men who are famed as explorers; and they have ascertained what are the wants of those who journey to foreign regions either for amusement or in quest of health.

While the sons of Mr. J. M. Cook are entrusted with the management of the details, he exercises exclusive supervision over the business as a whole. The financial questions which arise, the new agreements which have to be made, and the changes which may be needful in the staff, are considered and determined by him alone. He can do so whether in his chair at the Head Office in London, on the Nile, on the Continent, or in any part of the globe which is in telegraphic communication with London. He has but to return "yes" or "no" to the message which he receives. Wherever he may be sojourning a comparative statement of receipts is sent to him weekly from the Head Office, while fuller particulars are forwarded monthly, including a synopsis of the firm's account with every

bank where one is kept. Thus he is always as well informed as to the condition of each department as the general of an army is as to the condition of each regiment, and he has all the data before him, as a competent general always has, for issuing orders that are prudent and effectual.

Yet a head cannot do its work unless it be properly served by all the members of the body. The greatest general who ever commanded the finest army must rely upon his subordinates, and while he trusts his brigadiers, the brigadiers in turn have to trust the colonels, and the colonels have to trust the officers and non-commissioned officers in a regiment, down to the corporals, for the maintenance of discipline and the punctual execution of orders. So it is in the present case, and Mr. J. M. Cook has to devolve the working of the business upon the manager, the accountant, and the various heads of departments in the Head Office, and to the agents and booking clerks in the branch offices. He is firmly convinced, and gratefully acknowledges, that much of the success with which his business has been conducted, and of the fame which his firm enjoys, are due to the fidelity which his assistants and his subordinates have displayed, and to their unremitting personal interest in the discharge of their duties. Many members of the staff receive, in addition to their salaries, a percentage on the business transacted by them and its nett results.

The leading principle which Mr. J. M. Cook has

inculcated upon his subordinates is that their sole aim should be to make such arrangements as will best conduce to the comfort and convenience of the travelling public, and to subserve the interests of all the companies which carry passengers. He is quite as emphatic in assuring his subordinates that they must advertise and bring conspicuously before the public the railway, steam-boat, and other companies with which the firm is associated, the interests of the firm and these companies being treated as identical. His desire and his commands are that all receipts and expenditures should be accurately set forth, and that settlements should be punctually made with each of the companies concerned.

The first part of the work connected with the business of travel in which Mr. J. M. Cook took the deepest interest was negotiating and effecting arrangements with foreign railway companies. Indeed, he appears to have had a special aptitude as well as a great liking for this branch of the business. He felt delight rather than weariness in arguing with the managers of foreign railways, meeting their reiterated and fanciful objections with fresh and practical views of the point at issue, and in putting his case so conclusively as to compel their approval and consent. The difficulty which he had to overcome in most instances was to make the nature and extent of his proposals quite clear. These managers could not realise at first that what Mr. J. M. Cook urged them to adopt was really feasible, and he had to meet

them repeatedly and put the matter in new lights, the negotiations often extending over several years, and involving thousands of miles travelling by steamer or rail, till at length he enjoyed the triumph of attaining the desired result. What gratified him the most was to learn, as he frequently did, from the mouths of the men who had scouted his proposals and treated him as a visionary, that his proposals were as practical as they were simple, and that they were found in practice to be both feasible and remunerative.

He has given up this form of diplomacy, having no longer the time, though still possessing the inclination to pursue it. One of the leading members of his staff, who is well adapted for the duty, has performed it for several years, and on him rests the responsibility of making or revising the arrangements with the railway companies on the European continent.

The great spending department is that which has control of the advertising and printing. This department is one of the most important, and requires very skilful management. The amount and the character of the work performed may be estimated from the fact that, in 1890, the firm issued no less than 13,948,153 announcements, and succeeded in issuing a travelling ticket for every four announcements. Nearly every newspaper of note and influence contains the advertisements of Messrs. Thomas Cook and Son. The difficulty consists in selecting the daily, weekly, or monthly publications in which to advertise. There are papers in

which certain advertisements produce no effect, though the papers themselves may enjoy a high reputation. Moreover, it is an art in itself to frame an advertisement in such a way as to captivate readers. For these and other reasons the manager of the firm's advertising department should be a man of exceptional knowledge and ability. The firm has been well served in this branch of the business, the gentleman who presides over their advertising and printing department having done so to the firm's entire satisfaction for twenty years.

In addition to the above-mentioned means of publicity, the monthly issue of *Cook's Excursionist,* having a circulation of 120,000, conveys useful and concise information respecting hundreds of tours in various parts of the world. Publications similar to the London *Excursionist* are also issued monthly. In Paris, *L'Excursionniste Cook,* and in Vienna, *Cook's Welt-Reise-Zeitung* appear every month. In Bombay, *Cook's Oriental Travellers' Gazette;* in Melbourne, *Cook's Australasian Travellers' Gazette;* and in America, *Cook's Excursionist* appear in like manner. None of these publications has a circulation of less than sixty thousand copies. Messrs. Thomas Cook and Son's Cartoon Maps and their Continental Time Tables, which are published monthly, being arranged upon an entirely new plan and containing much information required by travellers, have a very large sale. Pamphlets with programmes of personally-conducted as well as independent tours are issued almost daily; and, in addition, they publish their

own Guide Books to the various countries wherein their travelling and hotel tickets are available, and of these between twenty and thirty thousand copies were sold in 1890.

A department is set apart for correspondence, and its work is very laborious. Those who write to it for information often give more trouble than is necessary, their letters being confused in form and puzzling as to meaning, and the task of replying to them is consequently very onerous. Thousands of letters are delivered daily at the Head Office and the branch offices, every one of them requiring and receiving careful consideration. Some of these letters contain pages filled with questions, none of which can be answered without reference to maps, and the study of time-tables and lists of fares. The head of this department has been in the service of the firm since 1868. He has a large number of assistants, who have sometimes to remain on duty till a very late hour, while it sometimes happens that the work entails working all the night as well as all the day, the rule being that no letter is to remain unanswered for twenty-four hours.

The business of replying to some letters is not finished in the Correspondence Department. When prices have to be quoted in answer to inquiries, and when the tour about which particulars are sought is a long and complicated one, the reply is sent to the Accountant's Department, in order that the figures may be checked and perfect accuracy of statement ensured.

Latterly there has been a marked increase in the applications by post for tickets, and there are many reasons in favour of this being done in preference to making a personal application. Those who apply personally have to wait their turn to be served, and they have also to wait some time before the tickets which they require are selected and arranged so as to form a series; hence, to save the time unavoidably spent in waiting, it is becoming common to make an application by letter. The extent to which this is done has rendered it necessary to establish a department for the purpose, the chief of it having several assistants, who have to work long hours in the busy summer months, the rule being rigidly enforced that every letter containing an order which is received before six o'clock in the evening is to be answered by return of post.

From the establishment of the Continental branch of the firm's business, the transmission of money in payment of its own accounts and the supplying of small amounts to travellers have formed a part of it. As has been stated already, this branch of the business was separated from the others in 1878. The growth of the Banking and Exchange Department has been so great since that year that the firm now acts as foreign bankers at all its important offices.

The firm now issues its own circular notes and letters of credit, which are payable at its branch offices and by its banking correspondents in all parts of the world. The payment of all reasonable sums can be

effected by telegraph in every city and country in which the firm has an office. Indeed, every form of foreign banking is undertaken by Messrs. Thomas Cook and Son. Moreover, their firm is registered and acts as London bankers, receiving deposits and opening current accounts. The firm has recently extended its banking department to India, and undertaken to act there as general agent for the military and civil services. The Banking and Exchange Department is entrusted to the care of Mr. E. E. Cook, the second son of the managing partner, who has a large and competent staff wherewith to conduct the extensive business which he superintends.

No department at the Head Office is more important, or more comprehensive in its jurisdiction than that over which the Chief Accountant presides. The chief of this department has been in the firm's service for nearly twenty years, and his authority extends over the accountants and their assistants who exercise control in the offices and agencies of the firm, not only on the Continent of Europe, but also in Egypt, India, Australasia, New Zealand, and America. The reports of monthly sales of tickets and cash statements, and copies of the ledger balances of every transaction, with full explanatory details, are forwarded to the Accountant's Department at the Head Office, where they are scrutinised and where the figures are audited. The amount of clerical work is very great, seeing that as many as twenty-three entries have to be made for every

coupon issued at one of Messrs. Cook's branch offices. In illustration of the enormous amount of clerical work that has to be performed, suffice it to say that the account rendered by Messrs. Cook to a single European railway for the sale of tickets, during a month, involved the writing of 44,568 separate figures, which represented the numbers of the series and the class, the numbers of the tickets, the rates, and the gross value.

Though the narrative in the preceding chapters chiefly deals with the firm's relation to railway companies and the growth of travel by rail, yet the amount of business transacted with steam-shipping companies has been noteworthy since the opening of an office in London. The firm then acted as agent for the leading lines of steamers, and the calls upon it in that capacity gradually became more absorbing. Indeed, this branch of the business became so large that, in 1882, it was resolved to detach it from the others, and then a separate department was constituted for the business of shipping and emigration. A gentleman of large experience in a steam-shipping company was placed at its head.

This department has an increasing volume of business to transact year after year, the advance since its establishment having been continuous. At the present time an intending passenger can obtain from it all available information respecting any notable line of steamers or sailing-ships throughout the world. He can secure a passage in any of these vessels, and, what may

prove of especial service to him, he will obtain from the department perfectly disinterested advice respecting all lines and their boats.

While the passenger who crosses the sea for business or pleasure can do so with the tickets provided by the Messrs. Cook, the emigrant who expatriates himself can obtain from them the help which he greatly needs at the start. The citizen of the United Kingdom who thinks that he can better his condition by finding a new home in another land, over which the old Union Jack of his forefathers waves, or in one over which the modern Stars and Stripes are proudly upheld by an offshoot from the parent stem, has to determine how he can be carried across the ocean with the smallest demand upon his purse, and the least discomfort to his family and himself. On applying at one of the Messrs. Cook's offices he can obtain all needful particulars. Should they supply him with a ticket, he will not only be provided with the best available accommodation on board ship, but he will also be carried to the port of embarkation at the cheapest rate, and shown where he can pass the night, if necessary, in lodgings where he will be neither plundered nor ill-treated. On landing at a foreign part where the language spoken is not his own, he will be met by one of Messrs. Cook's interpreters, and receive as much attention as if he were a first-class passenger.

The Shipping and Emigration Department is at the Head Office in London, and is conducted by a staff

specially selected for the purpose, yet business relating to it can be transacted at any of the firm's branch offices throughout the world. All the information collected at the Head Office is transmitted to the branches. It has been said that this branch is comparatively young and that it has expanded rapidly. How wide an area is covered by its operations is shown by the fact that tickets are issued by this department for steamers which run over 1,479,220 miles of water.

Owing to the firm's comprehensive arrangements for the conveyance of passengers by land or water over the globe, the variety of possible combinations as regards routes is as great and wonderful as that of the best permutation lock. In the case of the lock the opportunities of change amount to many thousands, and this gives security against the lock being opened by those who are not in the secret. The combinations which can be made with the Messrs. Cook's tickets represent a total of 170,000,000 miles, and thus the traveller who avails himself of them has infinite scope and variety for arranging his tour.

The number of miles of railway in operation throughout the world is 380,495, and Messrs. Thomas Cook and Son supply tickets which are available over 344,739. When the first excursion train was run at the instance of Mr. Thomas Cook from Leicester to Loughborough, the distance traversed was twelve miles. The number of passengers then carried was 570. This was on the 5th of July, 1841. Fifty years have elapsed

since that day of small things. The number of tickets issued during the year 1890 was 3,262,159, and to show the liberality with which travellers are dealt with it is right to mention the fact that holders of tickets to the value of £44,644, who, owing to illness or other exceptional circumstances, could not employ such tickets, were reimbursed the full sum originally paid for them, although the conditions of the advertised announcements would have justified Messrs. Thomas Cook and Son in deducting ten per cent. To conduct their vast business in 1890, a salaried staff of 1,714 assistants was required, and 978 were employed in Egypt and Palestine during the winter months only, making a total of 2,692.

CHAPTER XXV.

CONCLUSION.

THE story of the rise of the firm of Messrs. Thomas Cook and Son, and of its progress during half a century, has now been told. A hypercritical reader may find it monotonous, inasmuch as it is a record of uninterrupted and ever increasing success. No narrative, however minute, can set forth the feelings which have animated the actors in great events. While the members of this firm have had many triumphs from the outset, they have won them by intense and unremitting toil. Their work has been hard to an extent which cannot be expressed in words, and if the reward be splendid, it has been dearly bought.

It is a happy circumstance that the founder of the firm has lived till its Jubilee. Though afflicted with blindness, yet in other respects he enjoys a hale old age. The retrospect of fifty years cannot be other than most gratifying to him, while the prospect of the future may well brighten his thoughts during his declining years. In looking back he can repeat, as he wrote in 1878, that the system of travel which is now so popular was originated by him, and that, to use his

own words, "It was mine to lay the foundations of a system on which others, both individuals and companies, have builded, and there is not a phase of the tourist plans of Europe and America that has not been embodied in my plans or foreshadowed in my ideas." He has had many opponents and rivals; but, when they pay him the compliment of imitating his methods, which has been pronounced the sincerest form of flattery, he has no reason to complain.

The originality of Mr. Thomas Cook has never been seriously questioned, yet those who are unable to find fault with on that score have ridiculed his system of travel. He has spurned the idea of being an imitator and his bitterest critics have failed to perceive that he had predecessors whose methods and objects were akin to his own. Even he did not know how closely he had adapted to the exigencies of his own day the arrangements which were in force many centuries ago. The following passage, which sets forth some interesting facts, appeared in *The Athenæum* after the publication of the first edition of this work. "It seems to have been forgotten that Messrs. Thomas Cook and Son's had precursors, and that cheap trips and personally conducted tours were common in the Middle Ages. When the Crusaders went to the Holy Land they did so under contract with Venetian shipowners at so much a head. The old pilgrimages corresponded to the modern excursion, and a guide-book printed by Caxton and entitled 'Information for Pilgrims' resembles a

guide by Murray or Baedeker. What was a closer likeness to one of the Messrs. Cook's personally conducted parties than the pilgrimage to Canterbury immortalized by Chaucer? The party met at the Tabard, numbering twenty-nine, and the host offered to join and guide it. The Pilgrims chose him to be their 'Governor' and agreed to obey his directions, while he undertook to 'set a supper' for them 'at a certain price.' Whoever proved disobedient was to pay the cost of the journey. The main difference is that while many a Cook's tourist has written an account of his experiences, none has yet produced a pendant to 'The Canterbury Tales.'"

Injustice would be done to Mr. Thomas Cook and the firm which he has founded if it were not emphatically declared that something more than the mere desire for gain has contributed to the success which has been achieved. When he started in life he was full of the enthusiasm of humanity. He desired to be one of the world betterers at whom it is common to sneer, but who are not dismayed by uncomplimentary remarks. He firmly believed that the world would be a pleasanter place of habitation if all the dwellers on its surface were brought closer together, and that international travel was one of the best preservatives against international wars.

In his early days the mass of the people in the United Kingdom knew that part of their common country in which they were born, while the rest was as strange to them as the heart of Africa, and they knew

more about their fellow-countrymen from hearsay than from personal intercourse. Thus absurd notions were generated, and dangerous prejudices prevailed. These may not be extinct now, yet they have been modified by fuller knowledge, and some of that knowledge was gained by the excursions which Mr. Thomas Cook instituted to all parts of the British Isles and of Ireland. The children of those who journeyed with him to the English Lakes or the Highlands, to the Hebrides or the Lakes of Killarney, to the Land's End or John o' Groat's house, and were struck with the novelties which they beheld, may have travelled over the greater part of the earth's surface with tickets issued by the firm which he founded, and may have done so in as great comfort as his excursion parties did owing to the system which he established and which his firm carries out.

If his reflections should take the form suggested above, he could dictate many pages illustrative of the changes which he has witnessed since he arranged for the first excursion train in England, and first conducted a party of tourists through Egypt. One of the instances which he might cite would be taken from the late Laurence Oliphant's *Episodes in a Life of Adventure*, where he writes that, when a lad in 1841, he journeyed from England to the East by the overland route, embarked at London Bridge for Boulogne, and was driven in a diligence from Boulogne to Marseilles, the time spent in the diligence being eight days and five nights. At present a passenger can leave Boulogne

in the evening of one day and reach Marseilles on that of the next. Writing forty-six years after this journey, Laurence Oliphant exclaims with regard to a Nile trip:—"The morning of 'Cook' had not yet dawned, and we were still in a sort of twilight of ignorance and dragomans."

A subsidiary part of the Messrs. Cook's efforts to facilitate travel has not received the attention and recognition which it deserves. A holiday spent in journeying about is something more than a pleasure trip to those whose lives are chiefly spent in a factory or at a desk. The relaxation which they enjoy may be delightful, while the gain to their health is quite as noteworthy, though less apparent at the moment. For others who are ailing, and to whom change of air is a medicine far pleasanter and more effectual than any which can be bought from a chemist, the opportunity of leaving their homes and spending a short time at a watering place or at the seaside was afforded for the first time by the system of cheap tickets which Mr. Thomas Cook devised.

In the *Nineteenth Century* for January, 1887, in an article on Lord Tennyson's second part of *Locksley Hall,* Mr. Gladstone said that in the establishment of cheap communications "England has led the World," adding in a note:—"Among the humanising contrivances of the age I think notice is due to the system founded by Mr. Cook, and now largely in use, under which numbers of persons, and indeed whole classes,

have for the first time found easy access to foreign countries, and have acquired some of that familiarity with them, which breeds not contempt but kindness."

Charles Kingsley wrote in *Alton Locke* that "the day will come when society will find it profitable, as well as just, to put the means of preserving life by travel within the reach of the poorest." Individual members of society in the United Kingdom have done what Kingsley thought that society at large might do; the poorest can now enjoy a holiday at the seaside owing to arrangements made by benevolent societies or private persons; yet, if the system of excursion trains had not been introduced by Mr. Thomas Cook, these philanthropic measures might have remained mere projects. The average duration of human life in the United Kingdom has been increased during the latter part of the present century. How much of this may have been due to the excursions and tours which were unknown before 1841?

It has often been said, and it is often repeated by the unthinking, that travel serves no good purpose. It may be affirmed with equal truth that reading does not always make men happier or better. Milton wrote some beautiful lines to show that those readers of books derive the most profit who are the equals or superiors of the authors. The traveller who knows the most at starting brings back the most on returning. A man may travel round the world and be as great a fool as he was when he set out. These are truisms.

It does not follow, however, that because a man may read many books and remain a dunce, or make a long tour without ceasing to be a simpleton, that libraries are to be destroyed and travelling forbidden. For one who acquires nothing, thousands may learn much from the book or the tour. The opportunity in either case has been offered, and none can tell beforehand how great may be the benefit. It is quite possible, to quote Laurence Oliphant again, that if politicians were "sent rolling about the world for a few years, they would get rid of a good deal of the dirt of party, and gather a little of the moss of patriotism."

Mr. Thomas Cook is entitled to cherish the thought that, on the whole, he will leave the world a pleasanter place to travel as well as to live in. He has had the chief share in the result and he has laid his fellow-men under a debt of gratitude. The firm which he founded, and which his son directs, has carried out his ideas. It is no exaggeration to style the Jubilee of the firm of Messrs. Thomas Cook and Son an event of note as well as interest in the social history of the nineteenth century.

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